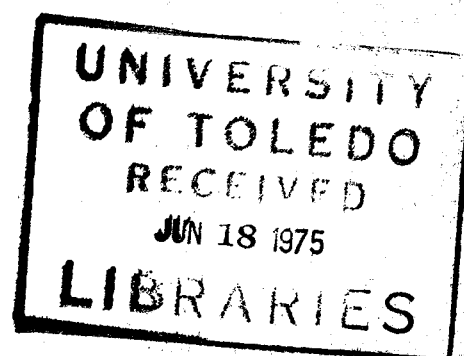


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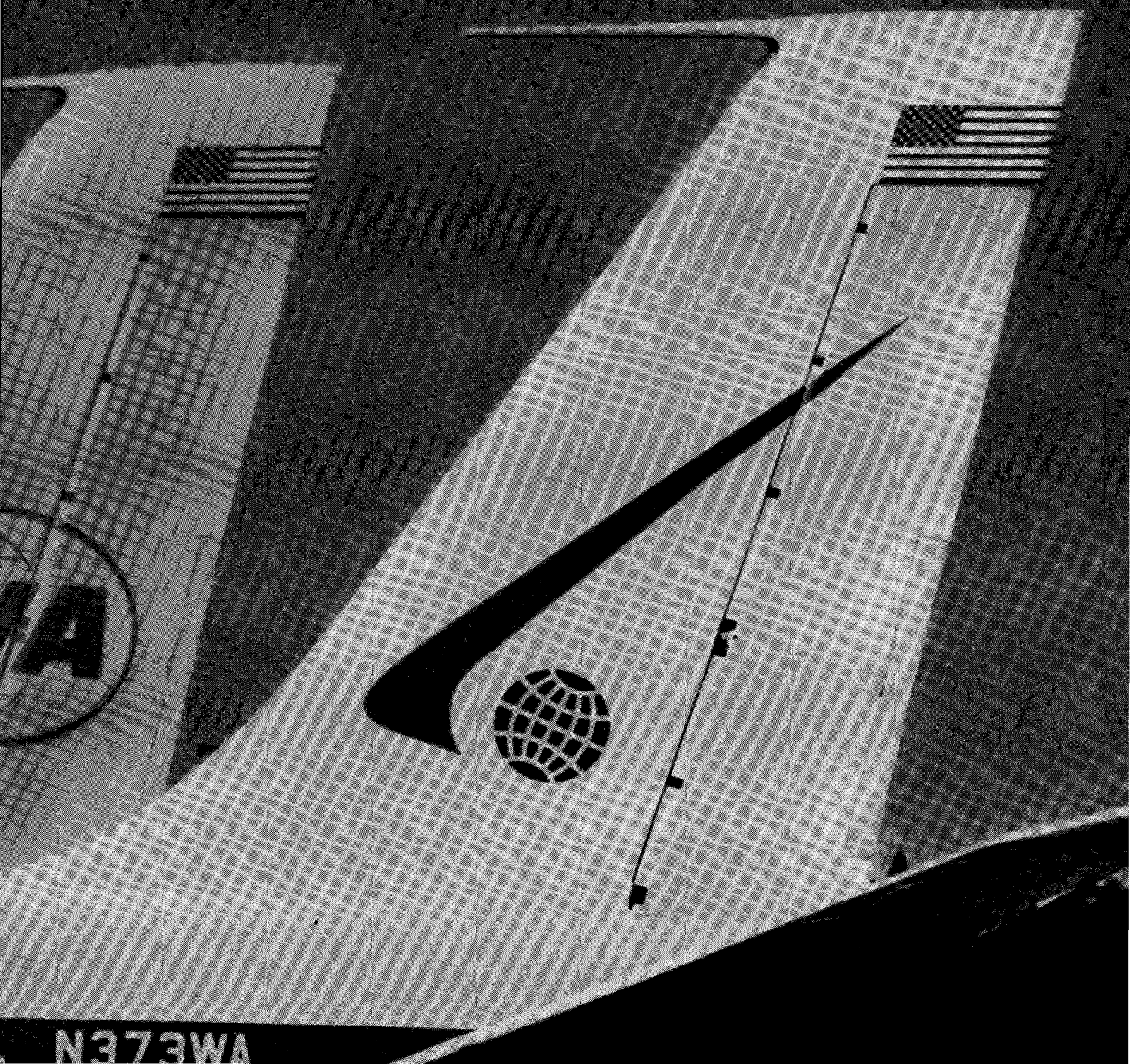
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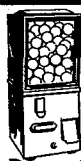
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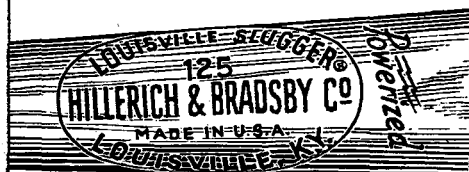


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NEWS

Back Fence

The Minnesota Supreme Court ruled recently that a worker injured while playing on a company athletic team is not necessarily entitled to workmen's compensation, though the court has previously allowed such compensation.

The court cited four questions to consider in such cases: Did the activity take place on or off the employer's premises and in and out of work hours? How much employer control and initiative was there in the activity? How much did he contribute in money and equipment? How much and what type of benefits were there to the employer?

Major changes in industry's employee social affairs policies may be required now to avoid significant workmen's compensation cost increases. From the program's start nearly 60 years ago, an injury to be "insured" must have occurred on the job and must have had a direct connection between physical damage and the employment.

Despite this rule, many courts are ruling that injuries in company recreation activities are covered.

This may cause a soul-searching of all recreation activities and give new opportunities to those opposed to industrial recreation.

Travel

A Washington expert predicts a rise in airline ticket prices because of rising costs to the air industry. . . . At a recent soul-searching session of 400 top travel executives wishing to find ways to boost lagging business, panelists agreed that a return to highly personal service would act as a shot in the arm.

For anybody planning camping in New England, as of last month the new Chesapeake Bay Bridge-Tunnel toll is lower for camping and trailer vehicles. . . . All Prudential Grace Line cruise services to the Caribbean and points South have been scrapped due to rising costs and lack of interest.

An airline gives these tips to passengers to insure proper handling of their luggage: make your luggage easily discernible with brightly colored plastic tape or a few unique stickers. Make sure your name-strap is sturdy and, just to check, glue a name sticker in the inside. Lock your luggage. Carry a small piece of luggage with you on to the plane so that you'll be sure to have some necessities with you if the rest gets delayed.

The importance of this was emphasized by Dartnell Management Research Panel which gave odds that business travelers will lose or get their luggage damaged on one of their next five flights. The panel adds that at least half of these flights will leave late and probably arrive late.

TWA and Winchester Firearms have designed a gun transportation case which is now on sale at TWA offices (see "New Products").

Conventions

Twenty-five thousand people are expected to attend this month's National Sporting Goods Association Convention in Chicago. . . . The Wildlife Management Institute will hold its 36th North American Wildlife and Natural Resources Conference March 7 through 10, at the Portland (Oregon) Hilton. . . . For Regions 5 and 7 shindigs see "NIRA Newsletter."

An International Relations Council (IRC) photo contest will be held at its April Detroit convention. All slides must show health, physical education or recreation and be international in character. Write Dr. Lynn Vendien, Physical Education for Women, University of Mass., Amherst.

From the Grape Vine

Twenty-two caliber rimfire ammunition soon may be exempted from the stringent 1968 federal Gun Control
(Continued page 24)



Miss Martha Daniell

President Speaks

Volunteers Important to Program

We sometimes overlook the importance of volunteers in developing our programs. Impatient to complete a task or solve a problem, we have all sometimes said, "I could have done it by now . . ." and maybe even added "without all this trouble." At those times, we lost sight of the real reason-for-being of industrial recreation.

Our program's value depends upon the variety and depth of opportunities for self-development we make available to our people. While expanding their own leadership abilities, volunteers help expand and administer the program. But, we need greater effort to motivate volunteers and maintain their interest than to just do the job ourselves.

We would need an encyclopedic range of experience to administer all our activities directly. However, what we do not know about golf or music or handicrafts, a volunteer may. We must keep our internal radar alert for these potential leaders.

A few reminders to help maintain and increase the volunteer staff: Volunteers must know success. Disappointments and frustrations are inevitable, but we must minimize this whenever possible. Long range planning plus phase by phase evaluation are important training methods that lead to success.

Volunteers should prove their potential capability before we give them more responsibility. We must always be available to help and be watchful for difficulties in major problem areas such as communication and delegation of duties.

With our guidance, volunteers will find their recreation experiences adding new dimensions to their lives. The fulfillment will more than compensate for the time and the work that it costs them. At the same time, the expansion of our program will more than compensate us for extra effort.

Maximum development of volunteers will assure the attainment of our objectives in industrial recreation.

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Somewhere in between the above costs there is a custom-made trip program for your group. TMC does not use shelf programs! You know best where and when your group wants to travel. Our experienced staff will suggest locations and costs within your group's budget. Call or write the nearest TMC office with your group's specifications. Creativity and service have made TMC (a public corporation) a leader in group travel. (20 Million Dollars volume in 1970)

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THE NEW NIRA



An epidemic disease raging through the continent, threatening NIRA's health, has turned into a blessing in disguise, forcing the Association to take measures to guard against illness which have re-invigorated it to a new strength.

Last year the stock market index plummeted to a chilling nine-year low while the unemployment temperature soared to a boiling nine-year high. Many businesses found decreased revenues, sales and employment due to the economy's weakened condition. They tried to lose weight in all parts of their corporate bodies. Consequently,

by Michael A. Fryer

they tightened the belt on their recreation programs forcing the programs' directors to reduce their "waste" lines. Such questions as "What do we need NIRA for?" and "For that matter, what do we need recreation for?" have been heard on occasion.

Having thus experienced the economic disease, NIRA performed a self-diagnosis requiring different techniques to cure its Services Anemia. While still in the recovery stage, so stated at a recent Board of Directors meeting, NIRA feels like a "new man" ready to tackle its mass preventive medicine program for its members, who need it now, especially since many of them are trying to function during a crucial time with part of their budget limb severed.

Here are some of the things this vigorous rejuvenation program includes:

Information. Sharing the wealth of information on administering activities, finance, law, taxation, personnel management, psychology, sociology, industrial relations, programs for the aged accomplished through regional and national conferences, RM, publications, research, product and services exhibits.

Resource Material. Consultation, national reference library, promotional aides, printed materials.

Publication Aides. A guide to producing your own publications (in progress), production and publicity service for regional and national events.

Recreation Management. See editorial.

Activities. Emphasis change to regional tournaments which are more accessible to everybody, possibly future on-site national play-offs and events which afford maximum participation.

Public Relations. Informing the public about the accomplishments of the recreation industry by way of the mass media.

NIRA's work is cut-out in 1971, but challenge is what this job is all about. Only time will tell when the epidemic passes and how well NIRA and its members withstood the crisis. The economy and changed attitudes toward recreation's responsibilities have required strong medicine. While NIRA works, the doctors can only wait to see how well the medicine takes. The first 12 months will tell the tale.

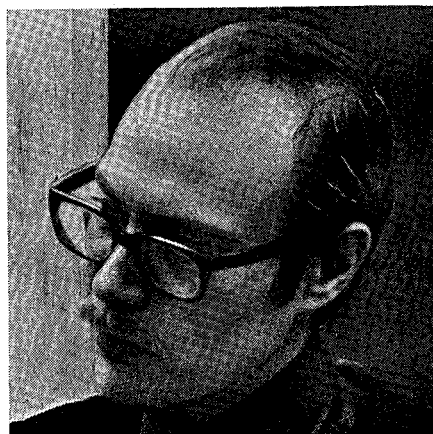


The Chicago office of NIRA:
Michael A. Fryer, executive director.

Ira Rasof, RM editor.

Judy Johns, RM assistant editor, and finance clerk.

Bonnie Beadleston, correspondence secretary.





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Conference Report

Special Membership

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RECREATION MANAGEMENT



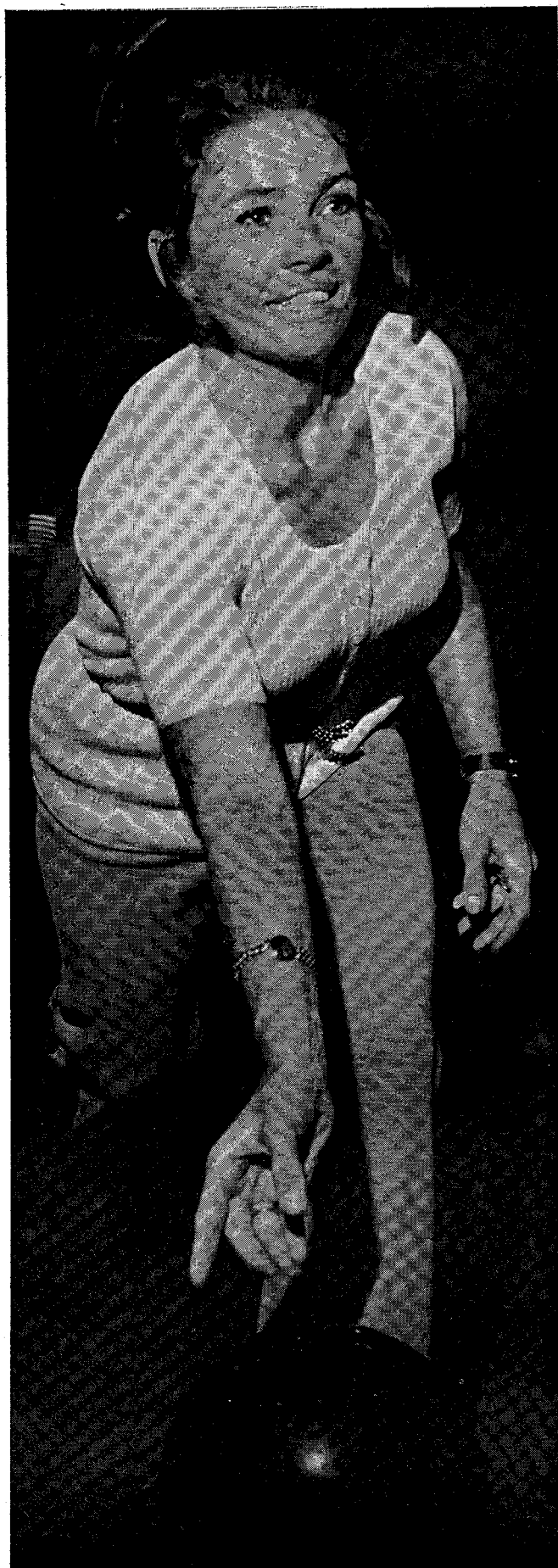
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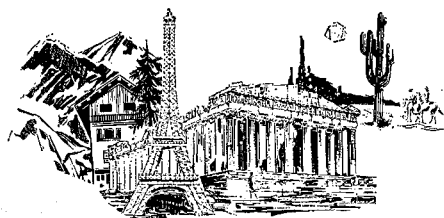
Meet Miss Industrial Recreation

All mighty oaks must grow from little Alcorns. And Mary Ann Alcorn combines the vitality and versatility that are at root of all successful recreation programs. Her tree bears many branches—flying, scuba diving, volleyball, painting, race car driving, the great outdoors. Wrapped around this is a soft, shapely bark with flowing auburn leaves. Indigenous to St. Louis, the Alcorn genus Mary Ann presently adds to the scenery of McDonnell-Douglas Corporation. She will be crowned officially by Julia Thompson, the present Miss Industrial Recreation, at the June conference in Chicago.

Miss Alcorn was selected by a panel of judges headed by Leo Rotelli, RM contributor. The panel includes Nancy Gentile, international Bunny director, Playboy Clubs International; Jeanne Gumm, account supervisor, Daniel J. Edelman, Inc.; Pat Krochmal, Chicago Today; Henry A. Scheafer, Compix division, United Press International, Chicago; Barbara Weathers, feature editor, *NHFA Reports*, and Louis M. Weiss, creative head, Design Direction, Creative Communications of Chicago.

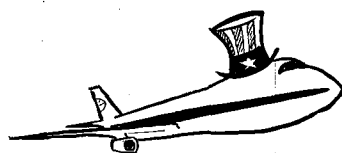
Photo by Doyle Whitten





Itinerary Planning Guide

As an aid to travel club officers and recreation administrators, RM briefly outlines some sample tour destinations. If an area profiled here coincides with the interests of your group, RM can help you obtain the best all-around information including specifics on dates, accommodations and prices. Just indicate your interests on the reply card, tear out and mail to RM, 20 N. Wacker Dr., Chgo., 60606. Information will be forwarded to you promptly.



America

New England. Twelve-thousand miles of scenic land. Outdoorsman's paradise, site of America's infancy and haven for antique buffs. Maine, Massachusetts, Connecticut, Vermont, New Hampshire, Rhode Island. (D-1)

New York. Famous state sites include Niagara Falls, the Catskills (where Rip Van Winkle played ninepins with Henry Hudson before it became a resort area), West Point, many vineyards and wineries. Manhattan and environs offers the arts capital of the world, the U.N. building, fine restaurants, shops and the country's most colorful taxi drivers. (D-2)

Washington, D.C. See government in action in Congress' visitors' gallery, the White House tour. The Washington monument, the Lincoln Memorial, famous cherry orchards and side trips to Mount Vernon, Arlington and the Naval Academy. (D-3)

The Colonies. Rich in history are Virginia, Delaware, Maryland and Pennsylvania. "Must" stops include restored villages of Williamsburg, Yorktown, Gettysburg, Amish and Pennsylvania Dutch country, Independence Hall. (D-4)

The South. The Southern tradition still lives on in Georgia, Mississippi, Alabama. New sea coast resort on the Gulf coast where Jean Lafitte buried his pirate's booty; New Orleans, the birthplace of jazz, with its famous French

Quarter; the Citadel of South Carolina, and more. (D-5)

Florida. Beautiful beaches, historic sites, Cape Kennedy, lots of sun and hotels that cater to your every whim. Everything imaginable in outdoor recreation plus lively night spots in the big cities. (D-6)

The Midwest. The quiet beauty of a Minnesota lake, the bustle of the "taddlin' town," the land of Lincoln, the Great Plains, nation's auto, beer and recording capitals, the Wisconsin Dells, every possible activity (except maybe Polar Bear trapping and bull fighting). (D-7)

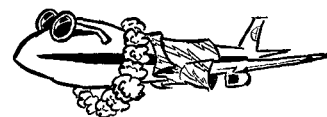
The Rockies. Any season is the right one to visit Colorado, Idaho or Utah. Spectacular scenery, out-of-this-world skiing, trail-riding, shooting the rapids keep visitors out-of-doors all year 'round. (D-8)

Arizona. Golf, swimming, Scottsdale charm, dude ranching, the Grand Canyon and 19 Indian reservations. (D-9)

Nevada. Las Vegas where the "action" is Hoover Dam, Lake Mead, Fire State Park. (D-10)

California. San Diego's perfect clime, Disneyland, Knotts Berry Farm, Hollywood, San Simeon, Big Sur, Monterey, and 'Frisco's cable cars, China Town, Golden Gate and famous hospitality. (D-11)

Alaska. America's last frontier, land of Eskimos, uranium prospectors, and (believe it or not) beautiful rolling woodland, where in some places men outnumber women 1,000 to one. (D-12)



The Islands

Hawaii. Tropical Garden of Eden that enticed Robert Louis Stevenson, Paul Cezanne, Captain Cook and the Bounty crew away from their homelands. Visit one island or four major ones with, if you request, a stop-over in San Francisco. (I-1)

The Caribbean. You can actually stay in a duke's mansion while sailing, beachcombing and nightclubbing in the Virgin Islands and Puerto Rico. Cruise anyone? (I-2)

TOUR PLANNING GUIDE

Yes, I'm interested in those trips checked below.
Please send me complete information about them.

DOMESTIC

___D-1 ___D-7
___D-2 ___D-8
___D-3 ___D-9
___D-4 ___D-10
___D-5 ___D-11
___D-6 ___D-12

Other (specify) _____

ISLANDS

___I-1 ___I-2

Other (specify) _____

FOREIGN

___F-1 ___F-11
___F-2 ___F-12
___F-3 ___F-13
___F-4 ___F-14
___F-5 ___F-15
___F-6 ___F-16
___F-7 ___F-17
___F-8 ___F-18
___F-9 ___F-19
___F-10 ___F-20

Other (specify) _____

SPECIAL INTEREST

___S-1 ___S-6
___S-2 ___S-7
___S-3 ___S-8
___S-4 ___S-9
___S-5 ___S-10

Other (specify) _____

Total number of employees involved with group travel. _____ Number of tours planned for 1971. _____

Name _____ Title _____

Company _____

Address _____

City _____ State _____ Zip Code _____



Abroad

Brazil. This largest South American country has more than lots of coffee—look for the girl from Ipanema, Sugar Loaf Mountain, the Christ of the Andes, beautiful ultra-modern Brasilia, carnival time in Rio. (F-1)

Argentina. Our winter is their summer so take along warm-weather clothes. Sight-see in Buenos Aires, browse in lovely shops and native markets, see life on the pampas at a lavish country barbeque. (F-2)

Mexico. The fusion of Spanish and Indian cultures that is uniquely Mexican from the charm of Taxco and the elegance of Acapulco to the cosmopolitanism of Mexico City—a country with many worlds. (F-3)

Canada. No language barrier in Canada! Rough it in the North woods, live it up in sophisticated metropolises, Quebec's proud old French traditions. (F-4)

The South Pacific. Tahiti, Bora Bora, Samoa. The Polynesia of mysterious Aku Aku and Bali Hai mixed with the most modern of cities. (F-5)

Australia-New Zealand. "We tawks Henglish 'ere" in the land of the koala, kangaroo and boomerang. Some of the most beautiful, most primitive wonders of the world. (F-6)

The Orient. The inscrutable East of India, China, Japan and the many countries and islands surrounding the Eastern Eurasian coastline whose ancient culture is the ultimate ancestor of our own. The temples of Buddha, Tao, Shinto and Krishna, tea and bath houses, shops, museums and exotica of all descriptions. (F-7)

The Grecian Isles. Crete, Rhodes, Carfu and Athens where you can walk through the labyrinth in which Theseus slew the Minotaur, stand on the steps of the Acropolis or the City of Dionysus where Plato, Aristotle and Sophocles founded Western civilization, plus the gay costumes, dances and customs of later Greece contrasted with its tumultuous present. (F-8)

Europe. London, Brussels, Amsterdam, Cologne, Luxembourg and Paris with several side trips to points of interest. Two-thousand plus years of tradition, modern pleasure spas and things of interest to every possible temperament. (F-9)

Costa del Sol. The "Coast of the Sun" fast becoming the winter playground of Europe offers many attractions including golf, swimming, nightly entertainment at reasonable prices. (F-10)

Rhine Cruise. Inspiration of Beethoven, Goethe and Schiller. Travel in luxury with shore excursions in Bonn, Heidelberg and Cologne. (F-11)

France. Paris—Monmartre, L'Opera, Eiffel Tower, Follies Bergere, Louvre. And Monte Carlo, the Loire Chateaux, Vauversailles, Marseilles. (F-12)

Italy. The splendor of the Renaissance and the glory of Rome. The masterpieces of Leonardo and Michelangelo, the palaces of the Medicis, the Vatican, the Colosseum, magnificent fountains and folk color. (F-13)

Scandinavia. Norway, Sweden, Denmark, home of Wotan, Ibsen and Gregory. Extraordinary scenery, fascinating shops and Copenhagen's famed Tivoli Gardens. (F-14)

Austria. The streets of Vienna and Salzburg echo with the waltzes of Strauss. Skiing here is great and don't miss those Viennese pastries. (F-15)

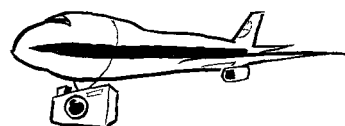
British Isles. The charms of Scotland, Ireland and England. No interpreter needed (if the natives speak slowly). Hospitality abounds. (F-16)

London—Buckingham Palace, Westminster Abbey, mod-capital of the world Carnaby Street, the West-End theaters and the strongest coffee in the world. (F-17)

Ireland. Stay overnight in a castle, kiss the Blarney Stone, see Dublin's Abbey Theater and maybe catch a leprechaun's pot of gold. (F-18)

Switzerland. This is where William Tell shot the arrow off his son's head, where they make funny watches that last forever, where nations have their summit conferences and where the rich bank their money. Fantastic skiing in the Swiss Alps; lovely chalets and spectacular scenery. (F-19)

India. Stay in Raja's palace, see the famed Taj Mahal and the ancient teeming cities. (F-20)



Special Interest

Most companies have ready-made interest groups for which special trips can be arranged. The camera club, for example, would be a likely candidate for S-4, or the art league for S-5.

Theater Tour. Seven nights in Dublin and London with a three night Paris option available. (S-1)

Theater and Dance. London, Moscow and Leningrad. Available on year-round basis. (S-2)

The Holy Land. Jerusalem, Nazareth, Bethlehem and other historic spots with an English speaking guide. Options available for London, Paris, Athens or Rome. (S-3)

Photo Tour. Expert photographers act as guides and give technical advice as needed. Models available at various points. Almost any European country or combination of countries. (S-4)

Fine Art Tour. Visit artists' studios and famous galleries in New York City. Guided by well-known art experts. (S-5)

Golf Tours. Play your way across country or most of the way around the world. (S-6)

Safari. Hunting, photographic or sight-seeing in Africa. (S-7)

Fishing Tours. Germany, Norway, Ireland and Scotland to catch trout and salmon. (S-8)

Hunting Tours. Stag in Ireland, wild boar in the Black Forest, grouse in Scotland, or even Polar Bear in the Arctic Circle. (S-9)

Ski Tours. Many different tours are available, both here and in Europe, from a few days up to three weeks. (S-10)

The Travel Agent and You.

What is a travel agent?

How to make sure he's legit.

What he needs to know in order to help you.

"Our experience over the years has reflected the expertise exhibited by the travel agent . . ."

—Nelson J. Curl

Pan American Airways

"If I wrote . . . extolling the advantages of dealing directly with an airline rather than through local travel agents, I would not be long in this

job."

—Clifford Dancer
Capitol International
Airways

We recommend dealing with travel agents.

—Ozark Airlines, American
Express, TWA, World
Airways

The general consensus appears to believe that the travel agent is the man for the job. So, RM went to one, namely Ria Wilhelm, vice president, Bon Voyage Travel Agency, who was recommended to us by a NIRA Travel Council member. The questions on group travel were necessarily general, but Miss Wilhelm's answers may clear up some confusing points.

Definition

Q. What is a Travel Agent?

A. A Travel Agent is a bona fide, fully accredited representative of airlines, railroads, steamship companies, car rental agencies, tour operators, hotels or hotel chains, who handles travel arrangements for the general public at the official advertised rates.

Q. How does a travel agent differ from a tour operator?

A. A tour operator frequently specializes in certain areas or certain types of arrangements that involve complete packages or tours offered by

that particular operator. They normally deal with travel agents and groups rather than selling to individual travellers and do not offer services other than their own arrangements. A travel agent, on the other hand, handles everything connected with travel: individual clients or groups, point to point travel, package, tour or cruise arrangements as well as group movements. He represents *all* the airlines, *all* the tour operators, *all* the hotels, *all* the areas, *all* types of travel, and consequently can give a more complete service to individual or groups alike. Instead of contacting an airline, one or more hotels, a car rental agency, you make one phone call to a travel agent and the entire trip will be taken care of without costing you any more than if you had phoned each supplier individually. Furthermore, most suppliers only have in-

formation on their own product but a travel agent has knowledge of all services on the market, so you have access to more information by contacting a travel agent. All these services are offered at official, advertised rates. By using the services of a travel agent you do not pay any more than if you were to contact the individual carriers, hotels or sightseeing companies direct.

Finding an Agent

Q. If you offer your services at the tour operator's price, how do you make your money?

A. We receive a commission from the tour operator for selling their product. Incidentally, this commission does not increase the cost of the trip.

Q. How do I know who will be the best travel agent to contact?

A. You should seek out an agent who has been in business for several years and whose integrity is known in the community he serves. An additional guide line would be the agent's membership in trade associations such as ASTA — American Society of Travel Agents, or PATA — Pacific Area Travel Association. Careful screening admits only reputable agents

to these associations which set very high standards for their members.

Q. What kind of information do you need from a group to help them with their arrangements?

A. First of all we need to know the size of the group, when they plan to travel, the length of time they intend to be gone, the areas they might be interested in, and finally, their budget, which also determines how far they may travel. In order to make the best possible suggestions, we also like to have information on where the group has been in the past, whether participants are coming from the same area or from all over the U.S.A., whether this is an affinity group, to what extent sightseeing, meals and special functions are to be included. Choice of hotel arrangements is another important factor. If a group organizer does not have any particular area in mind, we will offer several suggestions within their budget range. These are important guide lines to help us plan the right trip for you.

Important Considerations

Q. Perhaps, since you deal much more frequently than I with group travel, you could tell me of some of the important considerations that the group representative should take into account.

A. This depends to a great extent on that particular group. If it were an employe group of different interests and if this were being done for the first time, I would suggest offering an equal amount of sightseeing and free

time. If you leave the people completely on their own, you might find that, even though they are in a very interesting and scenic place, they may not know where to go or what to do. Not everyone is an experienced traveller. Especially the first time around, people like to have planned arrangements waiting for them. It is usually best to have some sightseeing included in the tour and offer optional arrangements which can be signed up for on the spot.

Use Questionnaire

Q. This would also give me a gauge of what to do next time.

A. Right. Also, if that type of program is to be continued in future years, an excellent guide line is distribution of a questionnaire. By asking the participants how they enjoyed the trip, what in particular they liked about it, if they were to do it over again what would they do differently, you get a very good picture as to the type of trip to plan next time. We recently polled 130 people who returned from Hawaii. They had visited four islands in one week, not necessarily because we suggested it that way, but because the company wanted to include as much as possible. While everyone enjoyed the trip tremendously, some suggested that if

(continued page 24)

“By using the services of a travel agent, you do not pay any more than if you were to contact the individual carriers, hotels or sightseeing companies direct.”

Alpine Sk

Skiing is the hottest thing that's happened to vacations since the Wright brothers. And skiing in Europe is even hotter. That's why ITB put together a package that will appeal to every one of the swingers in your group. It's a package that's priced so low no interested skier can afford to pass it up. (They can't stay at home and ski for less.)

The new ITB package features one of the newest, chic-est resorts in the French Alps. Belleville/Les Menuires. So new that the jet set is just now discovering it. So modern, it's bound to be the "in" place of the future. And you can offer it to your group now for a ridiculously low package price.

The ITB package includes

round-trip, luxury jet or big American Flyers DC-10 Charter. Gourmet meal served on board. Cocktails. The whole thing. All airport transfers. Modern studio accommodations (with private bathroom facilities). Unlimited lift tickets. Ski lessons. And for an extra added kick... a day's excursion to Courchevel (with ski pass), one of France's most famous winter

ing is hot!

nderlands.

ur bunnies and experts probably be asking about the great ITB package. They'll see it advertised in Sports Illustrated, Skiing and leading college Alumni magazines. You'll want have all the information when you discuss plans with them. So send us coupon today. We'll h all the details to you

immediately.

This program is available *only* to Bona Fide Members of chartering organization and their immediate family. The air charter is subject to the rules and regulations of part 295 of the Civil Aeronautics Board.



NIRA Newsletter



Vol. 14, No. 1

Featuring news of NIRA people and their activities

Jan.-Feb., 1971

Regions Set Confabs

Welk, Controversy Highlight Seven's Hollywood Program

BURBANK, Calif.—Controversial discussion and the popular music of Lawrence Welk will highlight the Region 7 Conference, March 5 through 8, at the Sheraton-Universal Hotel, North Hollywood, Calif., the Conference Chairman announced.

"The sessions are geared for controversy and relevancy," said Ken Wattenberger, Conference chairman from LERC, Burbank, in announcing the final schedule. The topics include "Insurance and Liability," "Innovations for Progress," "Ecology" and others.

Some of the keynote speakers and discussion leaders will be Jack Lemon; William J. Lloyd, senior vice president, United States National

Bank, Los Angeles; Miss Daniell; Michael A. Fryer, NIRA executive director; and Burt L. Anderson, San Francisco State College.

A Saturday evening dinner, show and dance at the Hollywood Palladium will feature the music of Lawrence Welk.

Students in recreation from the California State College system will participate in a "Rap with the Professionals" session to discuss "where we are and where we're going." Also, a clinic on "The Great Equalizer—Knowledge" will cover tournament planning, vacation plan trends, the four-day work week and increased leisure time.



The Class A champions of Region 7's recent Golf Tournament are congratulated by Chet Larson and Chuck Placek (third and fourth from right respectively). They are (from left) Jim Gripel, John Lovett, Bill Feyerherm and Van Farrah.

First West Coast Tournee A Success

SAN DIEGO—Pacific Telephone, San Diego, and Motorola SPD, Phoenix, won the Class A and B Championships respectively in Area 7's recent first Annual Industrial Golf Tournament held here.

One-hundred forty-four golfers rep-

resenting 16 major firms competed in the 36-hole event, attempted experimentally by Area 7. According to event Director Charles J. Placek, Jr., Motorola GED, Scottsdale, Ariz., the Tournament will be continued this year.

Region 5 At New Location

MILWAUKEE, Wisc.—Region 5 will hold its Annual Seminar in Milwaukee for the first time, on March 15 and 16.

It will take place at the Milwaukee Inn and will coincide with the Sports Show at the Auditorium to which the participants are invited. This is a departure for the Seminar which is normally held at the University of Minnesota, Minneapolis.

Topics are scheduled to include Retiree Programs, Development and Use of Community Resources, Organizing Clubs, Budgeting and New Concepts of Tournaments and Other Novelty Sporting Events.

Other topics are Liability Insur-

Choose This Year's Sites For Region Golf, Bowling

SPECIAL—The 1971 NIRA Regional Golf and Bowling Tournament sites have been tentatively chosen according to Dick Wilsman, NIRA vice president.

The exact time is forthcoming, he says. The bowling activities will be held the latter part of April or early May and the golf in August or September. The site schedules are listed below.

Bowling

Milwaukee—Region 5 and Illinois.
Flint, Mich.—Michigan, Indiana, West Virginia,* Ohio, Canada.
Connecticut or New York—Region 1, Penn., Maryland, and Delaware.
Georgia—Region 4, Kentucky, Virginia, West Virginia.*
Denver, Colo.—Region 6.
California—Region 7.
 *W. Va. can decide between two regionals.



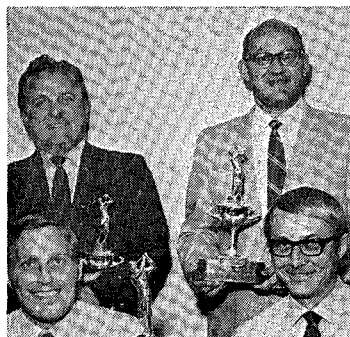
Scalzo Named AAU Veep

TOLEDO—Joseph R. Scalzo, NIRA member from Sun Oil, here, recently was elected Second Vice President, Amateur Athletic Union.

Scalzo, 49, has an impressive background as a former Toledo councilman, chemical engineer, patent attorney, sports authority and lecturer. When honored by the Helms Foundation, he was cited for doing more than any other single individual to advance wrestling in the U.S. since 1948.

Golf

Chicago—Region 5 plus Illinois and Indiana.
Ohio—Region 2, Michigan and Canada.*
New York—Region 1, Canada.*
Ga.—Region 4.
Dallas, Tex.—Region 6.
Calif.—Region 7.
 *Canada can decide between two regionals.



Class B champs: (from left) Preston Tucker, Dale Reinke (seated), Jack Beavers and Don Flinn.

Survey Shows Top Activities

SPECIAL—To nobody's surprise, golf and bowling tied for most popular industrial recreation, activities, according to a freshly completed NIRA survey.

The survey, which is being distributed to all NIRA members, polled the number of companies indulging in 46 major activities. The survey lists what companies have what programs in alphabetical order by program.

Of those replying to the query, most have either bowling or basketball activities. Also at the top of the list are Rod and Gun Clubs, Tennis, Bridge and Chess. Additional copies of the survey, which has already

The Editor wishes to thank the following NIRA people for their assistance and hospitality which made his first month on the job an unusually pleasant and informative one: Mel Byers, NIRA Board, Owens-Illinois; Miss Daniell; Jim Dee, Winchester — Western; Pat Feely, RM Advisory Board, Falk Corporation; L. E. Luedke, NIRA Board, Wisconsin Gas; Len Rhodes, Olin Chemical; and the Milwaukee Industrial Recreation Council.

been mailed to members, are available to NIRA people by writing the Publications Director at the Chicago office.

Rand Club Sends Holiday Greetings To G.I.s Abroad

LONG ISLAND, N.Y.—Volunteers from Sperry Rand's Lake Success Radio Club helped man a World-wide Message Center during the holidays.

Through the cooperation of the American Relay League, Military Affiliated Radio Systems and the Nassau Chapter, American Red Cross, greetings were transmitted to Armed Forces personnel throughout the world.

The service was a holiday gift from the amateur and professional radio operators and the Red Cross. The volunteers helped families and friends of servicemen compose their messages and then sent them free via radio equipment set up in the transmitting booth.

"I feel now that we have the first one under our belts," he states, "that there will be more golf championships for Region 7 to come."

Placek directed the event with the aid of Gary McCormick, Salt River Project, Phoenix, and Michael Varanese, Lockheed, Burbank, Calif.

STANDINGS

Class A Champs from Pacific Telephone: John Lovett, 76-74-150; Bill Feyerherm, 75-79-154; Jim Gripel, 76-79-155; Vern Farrah, 87-79-166. The medalists: Gordon Brown, Solar, San Diego, 70-73-143; Lovett; Feyerherm; Gripel; Al Martin, Motorola GED, 77-78-155.

Class B Champs from Motorola: Dale Reinke, 86-87-173; Don Finn, 85-88-173; Preston Tucker, 90-87-177; Jack Beavers, 88-91-179. Medalists: Bill Busard, General Dynamics-Convair, San Diego, 82-79-161; Gary Paxton, General Dynamics, 82-82-164; Marlin Neibich, Motorola GED, 85-82-167; Lloyd Gieck, Salt River Project, Phoenix, 85-80-169; Richard Walker, Salt River Project, 82-87-169.

ance, Industrial Recreation in Action, Should You Own Your Own Facilities? and Facilities Development.

As of RM press time, the exact scheduling of the topics and the speakers are not definite.

Seminar Planning Committee consists of Ed Bruno, NIRA senior director, 3M; Paddy Luedke, junior director, Wisconsin Gas; Dick Wilsman, NIRA vice president, S. C. Johnson & Son; Andrew Thon, executive director of MIRC, and Al Hornish also of Johnson.

Owens Displays NIRA Plaque

TOLEDO—A handsome NIRA plaque now proudly adorns a previously blank wall in the Onized Club, Owens-Illinois, here.

This is one of 16 plaques representing the club's memberships and was made in the firm's Duraglass Center and Model Shop by Dean Bentley, Larry Demski, Tom Dowling and Carl Smith under the supervision of Ralph Harkless and Cliff Kolpien.

All work was done in the men's spare time. The NIRA plaque holds the featured space as the Club's oldest membership.

Offers NIRA's Aid

SAN FRANCISCO—A NIRA vice president assured the Amateur Athletic Union (AAU) of the Association's cooperation at a recent conference.

Gary McCormick, vice president, Regional Management, told AAU members, "NIRA is willing to act and react responsibly to assist AAU through mutually beneficial programs at any time."

He further invited them to attend the June Conference forum called *Cooperative Ventures—NIRA and You*. McCormick made these comments in an address before the general session of the annual AAU Conference in San Francisco, where he had been invited to speak.



Judy Ludwig displays NIRA plaque at Owens-Illinois.

NEW PRODUCTS

Unique Engineering Equipment, Inc., Nashua, N.H., makes a portable shelter that weighs 110 pounds and that can be dismantled or assembled in less than 10 minutes. Made of plastic panels and fiber glass, the Porta-Shell can double as an outdoor office, equipment shed, pump house, pool-side cabana, utility hut, snow-mobile garage, comfort station, and probably many other things the manufacturer hasn't even thought of.



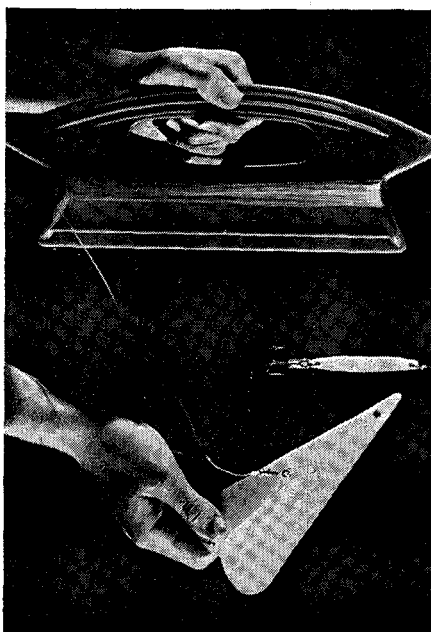
A gun transportation case, new from Winchester Firearms, can handle any conventional rifle, from a brace of .22s to the heavy calibre .458 with scope; any shotgun as well as fishing gear, golf clubs and archery sets. Sportsmen can now comply with regulations requiring all weapons be carried in an aircraft's hold without worrying about damage.

Zurn Industries has introduced a new, portable toilet for marine and camp enthusiasts (use it with the Porta-Shell). Called Sani-mate, it is a 100 per cent self-contained, free-standing, recirculating sanitary system requiring no external water source nor permanent holding tank.

A gauge that quickly indicates snow-mobile engine overheating and helps avoid piston seizure is now available from Medallion Instruments.

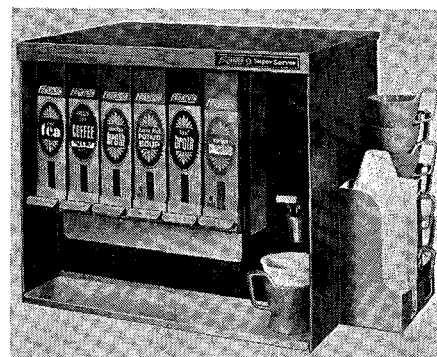
Dappatex Corp. sells a fluorescent safety vest for under a dollar with bulk rates possible. Write them at 31 Tosca Drive, Stoughton, Mass.

A thermoplastic "Blue-Line Paravane, Handwinder and Lure," fresh from five years' testing, can now be purchased from Market Development Associates, La Mirada, Calif. Handy on all kinds of predatory fish, it features light towing, instant depth vaning control and anti-slug action.



A new hot beverage refreshment center serves six different drinks, every cup freshly made as needed in three to five seconds. The machine comes coinless or coin operated in a housing

that requires no plumbing with nothing to prepare and no throw-aways. For more information write Fountain Industries, Inc., P.O. Box 731, Albert Lea, Minn.



Publications

Practical Swimming Officiating— Richard W. Close, Dolphin Aquatics, 97 Perry Rd., Stamford, Conn. \$1.75

West Virginia Golfing (Guide to 101 public and private courses)

West Virginia Department of Commerce, State Capitol Building, Charleston, W. Va. Free.

Official Lawn Tennis Rules and Van Alen Simplified Scoring System—

Ashaway Line & Twine Mfg. Co., Ashaway, R.I. Free.

Archery, From Golds to Big Game—

Keith C. Schuyler, A. S. Barnes & Co., Inc., Forsgate Dr., Cranbury, N.J. (illustrated) \$12.

The Concise Encyclopedia of Sports—

Keith W. Jennison, Franklin Watts, Inc., 845 Third Ave., New York. (illustrated) \$5.95.



THE BATMAKERS



Hey There, Young Fella, Keep The Trademark Up

The skilled batmakers at Hanna have gone to a lot of trouble to give you a real hittin' stick, young man ... the kind used by some of the greatest names baseball has ever known.

We selected the hardwoods ourselves from the snow-covered slopes of the mountains in New York and Pennsylvania where growth is uniform and the grain of the wood is straight.

It was seasoned carefully, so it remained solid and hard. Then it was air-cured, turned, and balanced. Only the bats without any flaws at all were finished for you to use.

It'll hit that ball. But you just GOT to keep that trademark up. Otherwise, it'll break every time ... and we want our bats to get hits, not cracks.

The Hanna Manufacturing Company, Athens, Georgia.
The batmakers.



A week in Spain for \$178.50* Including Air Fare.

At prices like these, the employees of your company can go a long way together.

After all, \$178.50* for a week in Spain is less than half the price of the regular air fare alone.

Yet we include a luxurious hotel suite on Spain's Mediterranean "sun coast", breakfast every morning, a car rental, and superb flight service on our big DC-8 super jets.

We can offer you so much for so little because we rent the whole airplane to your employee group. That way, we don't have empty seats and we don't have to charge for them (as other airlines do).

Hotels overseas are able to reduce their rates for pretty much the same reason.

What it adds up to, for your company's employees, is being able to travel together in this world for a lot less than going it alone.

We'll tell you about Spain, and other places at surprising prices, if you fill out the coupon. And mail it.

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| <input type="checkbox"/> 5 days/4 nights in Nassau, \$99.00* | <input type="checkbox"/> 4 days/3 nights in
Las Vegas, \$126.00* |
| <input type="checkbox"/> Week in London, \$199.00* | |

Name of Company _____

Address _____

No. of People _____

Approximate Time of Year _____

Individual in charge _____

*All prices based on full pro-rata affinity charter of 250 people round trip from New York with split charter groups acceptable, (Curacao, only, based on 180 people). Rates from other cities on request.

Secret Starting A Successful Travel Club

The secret to a successful travel club, one that will grow in membership, one that will eventually travel to all parts of the world, is programming. No pamphlet could possibly cover all the program possibilities. Participation by members is extremely important. Let them show their own travel movies and slides. These can vary widely both from the standpoint of technical know-how and subject matter. The important thing is that the member took the photos himself. Sure the photos and his commentary will be amateurish. But by the same token it will not be characterized by the unguineness of many travelogues.

There's a place for good professional films, however, and some of them are at least photographically excellent. Most of the world's airlines will provide films of cities and countries your group would be interested in seeing. Most travel agents and tour operators would gladly provide you with the films. Most films are timed so that you can order a 30 minute film or 15 minute film, etc. These films are shipped to you without cost, though generally you are expected to pay postage for the return trip.

Guest speakers are easily obtained in most cities. All major airlines maintain public relations departments that include a special staff of experienced people who will gladly address your group. Subjects can vary greatly, but here are a few:

—Why do single women travel?

—How to pack a suitcase and keep it under the weight limit.

—Types of clothes that are needed in various parts of the world.

—The family's part in travel.

—The National Park System of the United States.

—Etiquette on an airliner.

—Customs of foreign lands.

—How the pilot operates a ship.

If there's a special subject with which your members are intrigued, contact the local office of any airline—ask for the public relations department and you'll find someone willing to discuss whatever subject you want. Many railroads and buslines will also furnish speakers in most instances.

Check among your employees and their neighbors. There might be a big game hunter among them, who would be only too glad to show off his trophies and tell your members about the trip to Africa, Canada, etc.

Special travel nights offer an opportunity for real fun. You may have an Hawaiian night with a

movie on Hawaii. Have your members dress in sport shirts and colorful dresses. Have a luau. Buy some crepe paper leis and give one to everybody.

Or schedule a Mardi Gras night in February, complete with costumes and masks. At another party feature the Easter Parade theme, and have the women bring their craziest, gaudiest hats. Another event might feature a "hard times" theme, with everybody dressing up as a hobo.

Remember that travel is the theme and that one of your purposes is to discuss the possibility of taking trips. Therefore at a brief period at every meeting, and perhaps the entire meeting now and then, should be devoted to discussing where the group would like to go.

Be sure to allow plenty of time for getting people interested in whatever trip you're going to make and getting employees "signed up" for the trip. You should begin planning at least one year in advance.

Only when you have chosen the trip and gotten some indication of the support for it among the employees should you call in a travel agent to give you the specific details of the trip.

Improved transportation has brought about a revolution in travel. Even the most distant meccas of foreign and domestic interest are within the grasp of today's American men and women. With a boost from the recreation administrator, and the impetus of an enthusiastic travel club, an occasional trip to a long sought after spot can become a reality—and for many people, the experience of a lifetime.

We specialize in PLANNED GROUP TOURS!



You say you didn't plan for them to have quite that much recreation? Well, tours do sound alike, but how'd you like to take an irate collect call from Rent-a-camel and find out that isn't at all what the tour called for? Dittmann Tours has specialized in group travel for 20 years. We have associates in 40 countries and 150 cities. We handle all the humps and lumps for you. Ask for our GROUP TOUR PLANNER. Send 'em on a Dittmann Tour. Then you won't hear nomad no more

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172 pages

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When the occasion calls for first-class entertainment, these catalogs are a big asset. (We'll send a copy of each to you FREE.) They contain descriptions of hundreds upon hundreds of films . . . an extraordinary, diverse collection of the finest motion pictures ever made . . . available for rental in popular 16mm format.

Here are all the famous Hollywood stars in great movies from the 20's . . . 30's . . . 40's . . . 50's . . . 60's . . . and 1970. Serials . . . shorts . . . comedies . . . Westerns . . . adventure stories . . . musicals . . . mysteries . . . science-fiction thrillers. Old movies like the immortal "Birth of a Nation" and new movies like the box office smashes, "Thoroughly Modern Millie" and "Sweet Charity." Enlightening movies, too, "To Kill A Mockingbird," for example.

All these and many, many more are available to you for entertaining your group. At rental rates you easily can afford. (Our prices are reasonable, our service is unmatched.) And, when you rent from United Films, we supply posters to help you promote your play-date at no extra cost.

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Executive Committee Meets in Chicago



EXECUTIVE MEETING. The Executive Committee of the NIRA Board of Directors discusses the 1971 Conference at the Chicago office. They are (from left) Miss Martha Daniell, NIRA president, from Nationwide Insurance; Art Conrad, vice president, from Flick-Reedy; Gary McCormick, vice president, from Salt River Project; A. Murray Dick, past president, from Dominion Foundries & Steel; Robert Bauer, vice president, from Armco Steel; C. James Moyer, president-elect, from Eastman Kodak; and Richard Wilsman, vice president, from S. C. Johnson & Son.

Travel Agent And You (continued from page 15)

they were to do it again, they would go only to this or that island or perhaps two of the islands, instead of moving around from place to place. However, it was interesting to note that almost everyone carried the postscript that this was their first trip to Hawaii and had they not had the opportunity to see all the islands, they would not have known which they liked best and/or where to return.

Travel Proposals

Q. Do agents have anything that I can take back with me to show the group?

A. Most agents will let you see proposals made to different groups, not necessarily for the same area, length of time or budget you may come up with, but merely to give you an idea. Once you had a chance to discuss this a little further, we would like to have someone meet with you and your committee to get an idea on what you have in mind, ask all pertinent questions, and then submit to you several suggestions along these new lines. A firm proposal would be made later on, based on your plans and budget. We would help with promotional items (how many people

have seen black sand from the beaches in Hawaii?), set up a film showing, anything that will stimulate interest in the trip.

Q. If we are travelling out of the country, would agents have all necessary information on passports?

A. We would supply you with the information on where and how to obtain passports and vaccinations or inoculations and will obtain visas or tourist cards, if required.

Q. Once we are in a foreign country, how may we reach our agent if something goes wrong?

A. We send a tour escort or, depending on the size of the group, several tour escorts. They are people from our own agency who stay with the group from departure to return, regardless of whether you ask us to handle arrangements within the U.S.A., or anywhere else in the world.

Back Fence (continued from page 6)

Act. . . . Coin collectors, watch for a new Eisenhower silver dollar. . . . Golf course construction will be stepped up dramatically in the next ten years to help cure a growing epidemic of golf fever.

Employees of a Samsonite plant in Tennessee have voted to try out a four-day work week for a while. . . . Whatever you have to build, you better build it quick. Because of escalating construction union demands, building will cost more each year you delay.

With the unrivalled popularity and standard of excellence of 2 great ships...
the flagship OCEANIC and the fun ship HOMERIC...

THERE'S NOTHING LIKE A LUXURY CRUISE TO MAKE GROUP TOGETHERNESS A REWARDING EXPERIENCE!

7-DAY CRUISES TO THE BAHAMAS EVERY SATURDAY
LONGER CRUISES TO THE CARIBBEAN THE YEAR ROUND
All Sailings from New York

WE'VE GOT THE RIGHT SHIPS FOR MEETINGS OF ALL SIZES

The 39,241 ton OCEANIC, the largest ship designed exclusively for cruising, and her famous companion, the fun ship HOMERIC, 26,000 tons, can accommodate groups of any size . . . from 15 to 1115.

WE'VE GOT THE RIGHT DESTINATIONS AND THE RIGHT DURATIONS

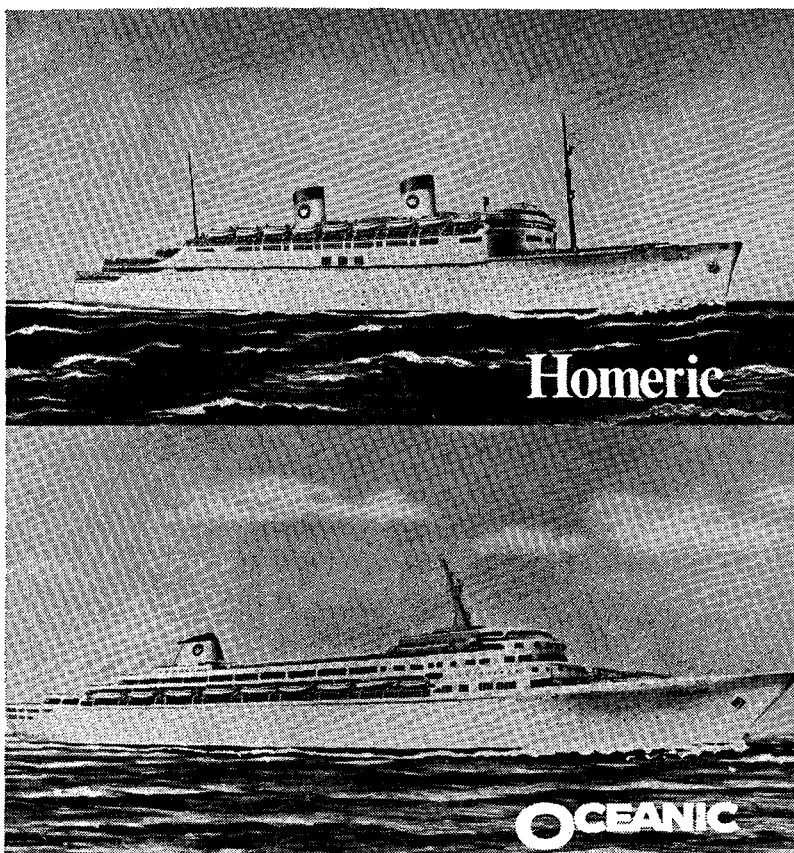
7-day Bahamas cruises sail every Saturday at 4 PM, returning next Saturday morning. Longer cruises to the Caribbean feature a wide variety of durations and itineraries.

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Duration will be _____ days.

Approximately _____ people
will participate.

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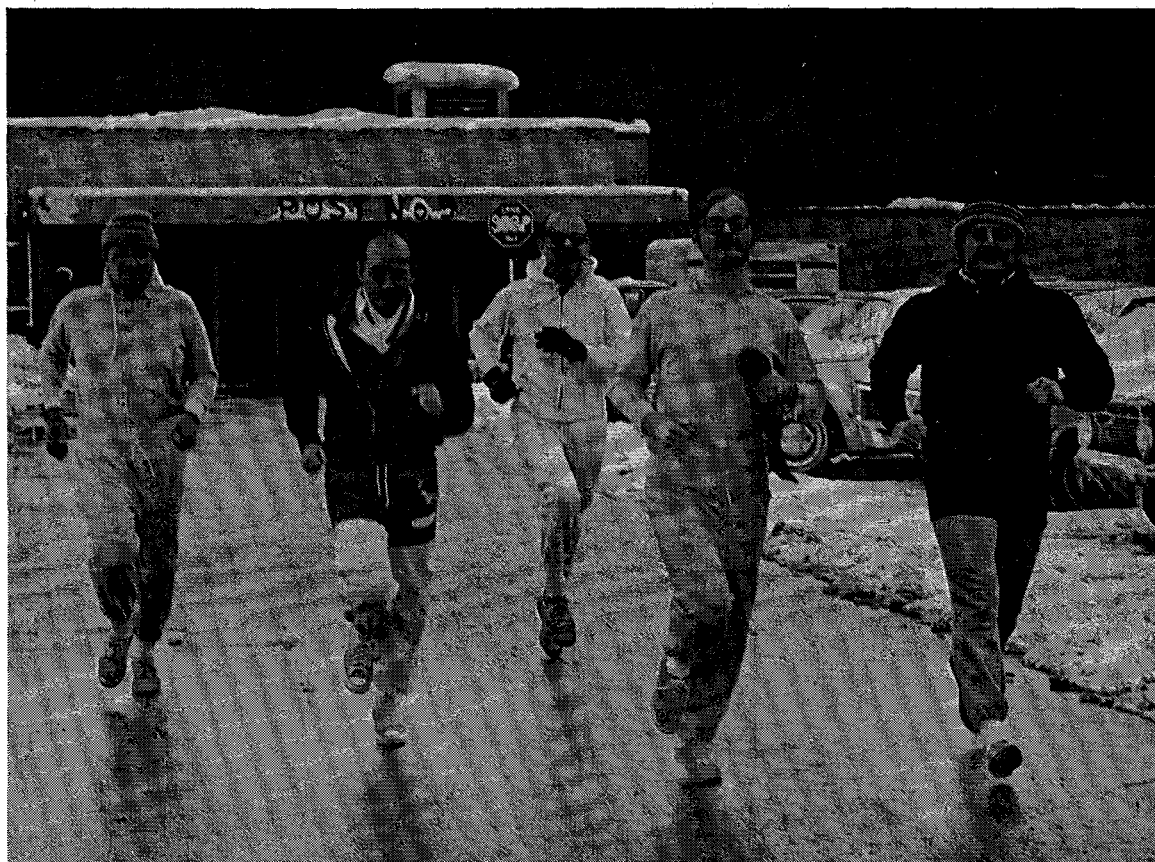
Organization _____

Address _____

City _____ State _____ Zip _____

Phone _____

**Forward,
Dear
Friends into
the Breach!
Hup, Ho!
Hup ho!**

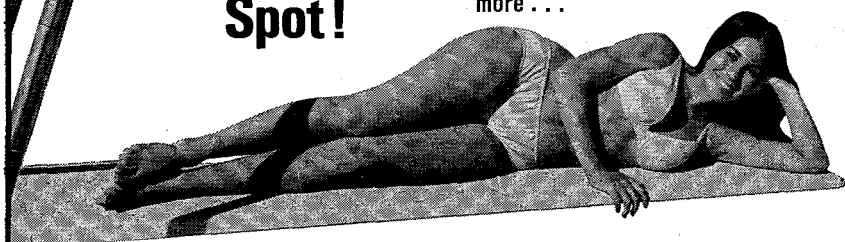


TRW Tapco people (from left) Dick Whitaker, Chuck Zins, Milt Adler, Vladimer Tschernikow and Nick Dimitris do their bit for physical fitness around the Cleveland plant. (TRW Productions Dept. photo by Herb Schieman courtesy Tapco Forum,

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St. Petersburg, Florida 33731

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Group Vacation
Planning Kit



Name _____
Company _____
Address _____
City _____ State _____ Zip _____

NOTE

The NIRA Membership Directory will not appear in this issue of RM as previously announced. It will be mailed upon completion directly to the membership. Please bear with us.

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Whatever you want in the world can be found at American Express.

Let the world's largest travel company arrange your employee travel program.

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How do they want to travel?
How long do they want to stay?
What do they want to spend?

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*Pertinent topics—and they'll all be discussed—
and amplified—at the*

Region 5 Annual Seminar

*March 15-16, 1971
Milwaukee (Wisc.) Inn*



For registration information and Conference details, contact

**Local Arrangements Chairman, L. E. Luedke
Wisconsin Natural Gas
Milwaukee**

Alcoholics Anonymous, Weight Watchers and Girl Golfers

Trying to sign up women golfers? Through the courtesy of Dick House, Editor of Jet Propulsion's publication, Lab/Oratory, we reprint here a brief item with a clever approach that might be adapted by other companies with a similar problem.

What do Weight Watchers, A.A., Gamblers Anonymous and such groups have that "gal golfers" don't have?

The answer . . . is a "roster of someone to contact when the siren call is overwhelming — in this case, the 'Call of the Greens.'"

To tell whether or not you — as a "Gal Golfer" — may qualify, try to answer these questions:

Do you have the after-Christmas

whim-whams?

Do you "have golf clubs — but are scared to travel" the fairways alone?

Would you like to play more often to improve your game?

You like to play, but times you can play are subject to hubby, kids and crabgrass?

You would like to learn more about the rules and courtesies? If your answer is yes to most of these . . . call . . . relative to forming a Gal Golfers Group.

Purposes will be to: enjoy your favorite sport and improve your game; publish a roster so spontaneous foursomes may be arranged; meet and learn rules and courtesies; acquire confidence and skill so "if we can't lick the men, we can join 'em and make 'em like it!"

CLASSIFIED

RATES: regular type—15 cents per word; bold face type—25 cents per word. Copy must be received by the 5th of month preceding issue in which ad is desired.

Graduate with B.S. in Recreation Administration in College of Public Administration from U. of Arizona, seeks employment in industrial setting. Experience as supervisor at Davis Monthan A.F.B., Tucson, Ariz., Exhibit Chairman, NIRA Conference 1971. Will relocate at own expense.
Box 234—RECREATION MANAGEMENT

Man with experience in Church and Industrial Recreation as well as Employee Services and Communications seeks position as Industrial Recreation Director or Recreation-Communications Director. B.S. and Masters degrees. CIRA applicant. Married and one child. Prefer to remain in Southeast, but will relocate elsewhere. Salary commensurate with position.
Box 236—RECREATION MANAGEMENT

Unlimited free drinks!

And all meals. For 8 days, 7 nights at the new, modern Gran Vista hotel, Majorca. And a free, self-drive car with unlimited mileage. And a day island excursion with Majorcan lunch; an evening barbecue at a Spanish farm with unlimited wine and champagne. For only \$75.

And that's just one of the many Etsia Club Vacations to the Costa del Sol, London, Paris, Rome, to all popular holiday resorts.

Each Etsia Club Vacation is crammed

with extras. Only first-class hotels (with private bath) are booked. And the whole package comes at a low price unmatched by any other tour operator.

Shouldn't you book your next employee group on an Etsia Club Vacation?

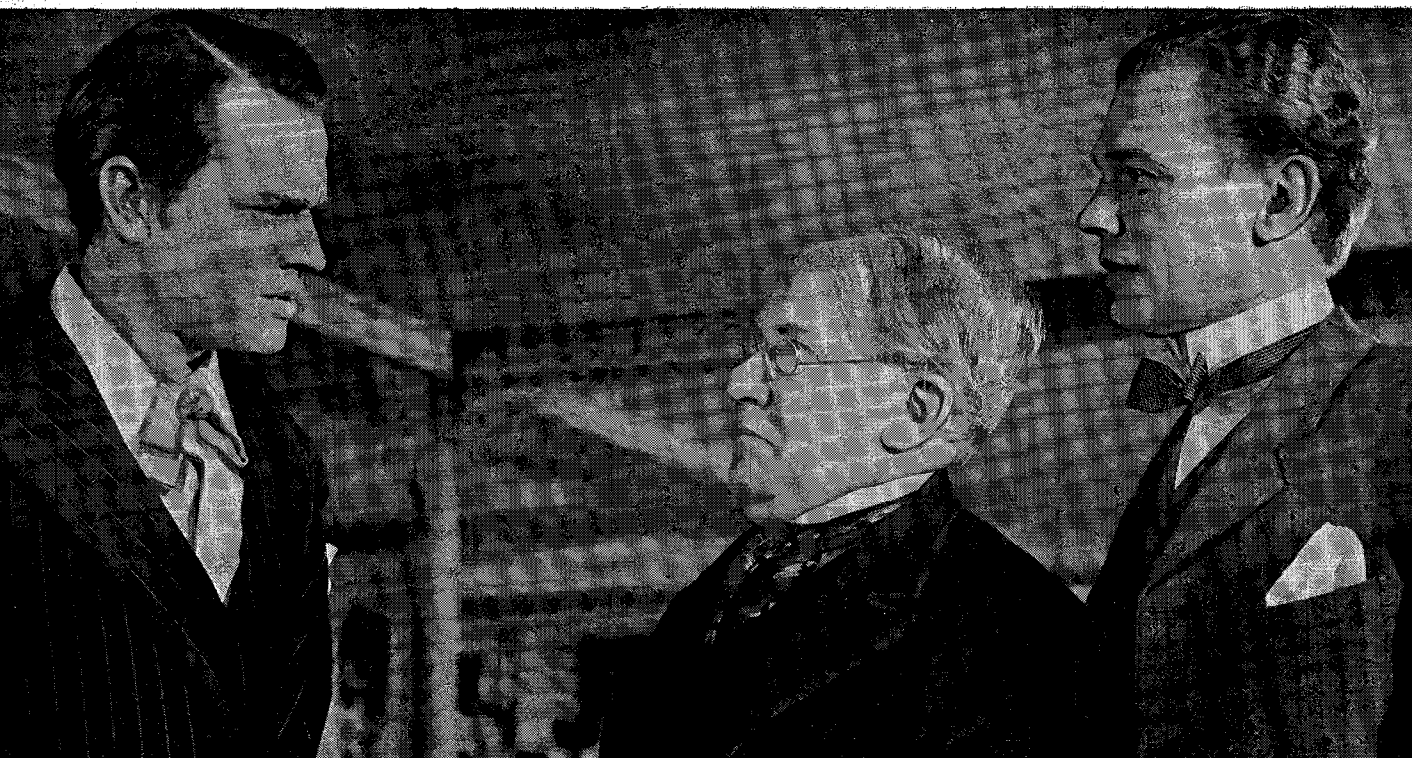
Phone collect.



ETSIA Club Vacations Inc.
576 Fifth Avenue,
New York, 10036 (212) 246-9228



All terms subject to CAB affinity regulations.



Orson Welles as "Citizen Kane" and Joseph Cotton as his friend Jebediah discuss editorial policy with an Enquirer staffer in the classic RKO film.

(SCENE: Office of the New York Enquirer)

JEBEDIAH. What's that you're writing, Charlie?

KANE. A declaration of principles. Don't laugh, Jebediah, I'm serious.

Readers may notice in this issue a dramatic change in the format of RECREATION MANAGEMENT. Not as dramatic perhaps as that which Charles Foster Kane wrought in the Enquirer in the film *Citizen Kane*, but drastic enough to warrant explanation and publication of our Declaration of Principles.

We believe that RM must mirror the "new" NIRA. Therefore, it must have a new appearance and editorial policy offering the maximum service to its readers. Articles must be consistently informative, useful and readable. We must take a bold editorial stand when necessary. RM must grow into an indispensable tool of industrial recreation.

We will no longer devote an entire issue to one phase of operation because 10 yearly issues gives only 10 subjects to talk about. Our research will be more extensive and our articles will focus on new type of programs, administration, how-to features.

We will travel to the membership whenever possible to talk and share ideas. The editorial desk always will be accessible by telephone. We will answer all inquiries and evaluate all criticism from members and advisors.

We will rely on our readers, who are true experts in the field, for many of our articles.

We will never become static in our approach, but will continually strive for improvement.

BERNSTEIN. But, Mr. Kane, you don't want to make any promises you can't keep.

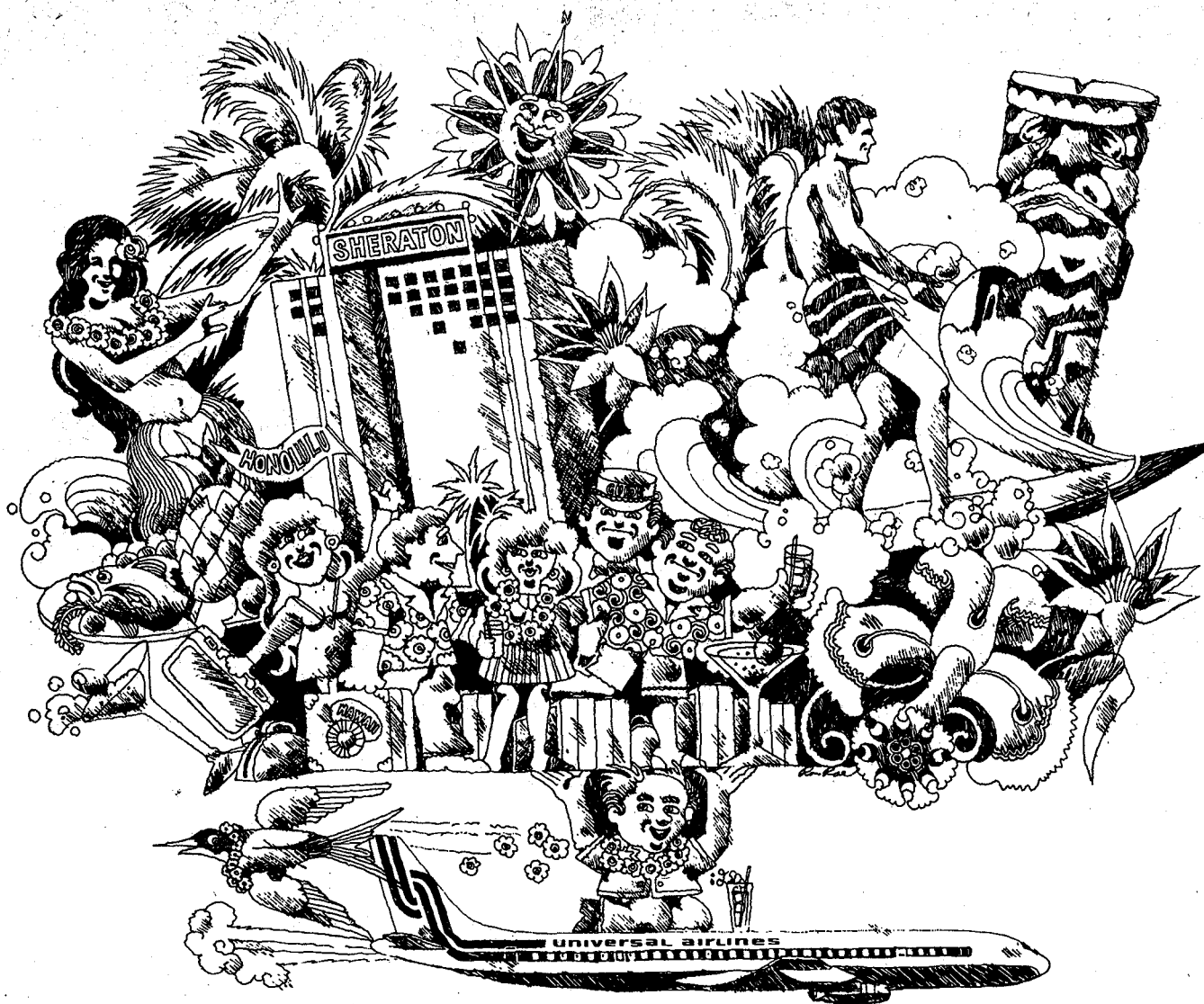
KANE. These will be kept.

Editorial

RM Declares Principles

Editorial Note

Ira Rasof, RM editor and NIRA publications director, has an extensive background in communication as commercial artist, editor, filmmaker, journalist, playwright, public speaker and theater director. He also received recreation experience in U.S. Army Special Services and the Chicago Park District.



Breakaway to Hawaii!

Prices as little as: 8 days, 7 nights, \$355*

That's right. For as little as \$355* per person, *your* groups can now break away to romantic Hawaii. And you can do it all for far less than you ever dreamed possible.

Just look what Universal's Breakaway Tour to Hawaii gives you for *less than the cost of round trip economy air fare alone* aboard a scheduled airline:

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- Pre-registration and plush accommodations at one of Sheraton's fabulous hotels on Waikiki Beach.
- Festive Aloha welcome and departure with leis and music.
- Your own Universal Hawaii staff to attend to your every need.
- Gala cocktail party.
- All transportation and luggage transfers to and from hotel room and tips.

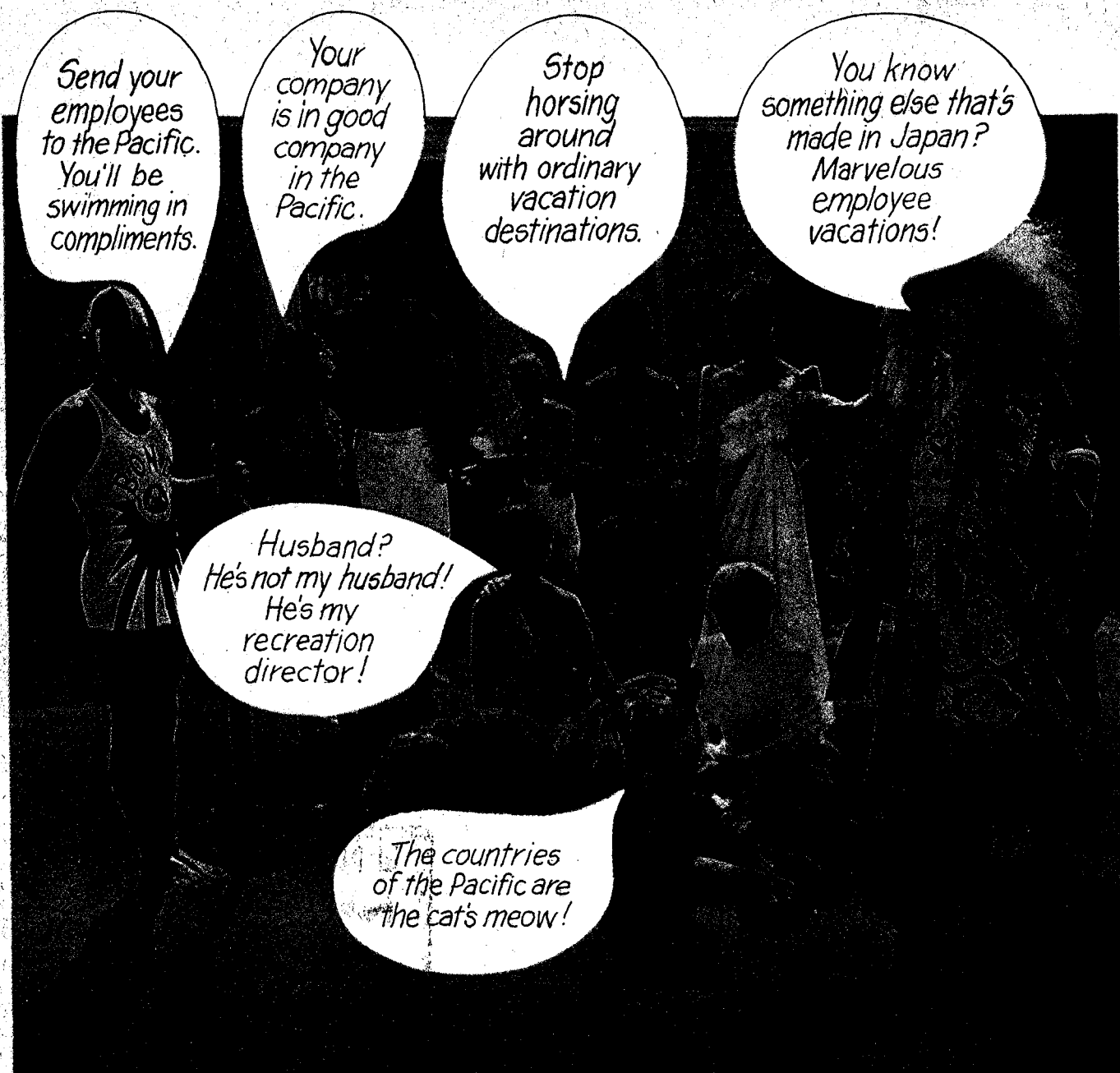
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Universal Airlines
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from _____ departing _____
number of passengers _____
Please send information to:
Name _____
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City _____ State _____ Zip _____

Exclusive to affinity groups of 165 or more.



*DC-8 charter from New York, full complement of people. Back to back program. All inclusive with the exception of applicable taxes. Based on affinity tour basing tariff filed with Civil Aeronautics Board—Pro rata air fare \$226. Land package \$129. For example from Atlanta: \$355, Chicago: \$333.



A personal word to recreational directors from the beautiful People of the Pacific.

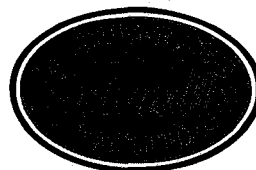
If this photograph looks familiar to you, it's because you've seen it as an advertisement for Pacific travel in many national magazines. Your employees have seen it too. And lately they're hearing more and more about the marvelous, romantic countries of the Pacific. So maybe now is the time to help them arrange for their Pacific adventure.

Now with expanded tourism facilities throughout the Pacific, your personnel will enjoy better accommodations at even lower costs.

May we help you to Discover the Pacific countries? Any help you would like in arranging tours for your company employees is yours for the asking. So please,

simply ask. Write to PATA, Pacific Area Travel Association, Dept. RM, 228 Grant Avenue, San Francisco, California 94108, or phone (415) 986-4646.

Australia	Cook Islands	Hong Kong	Papua-New Guinea
Ceylon	Fiji	India	Philippines
China,	Guam	Indonesia	Ryukyu Islands
Rep. of	Hawaii	Japan	(Okinawa)
		Korea	Samoa (American)
		Macau	Samoa (Western)
		Malaysia	Singapore
		Micronesia	Tahiti
		Nepal	Thailand
		New Caledonia	
		New Zealand	



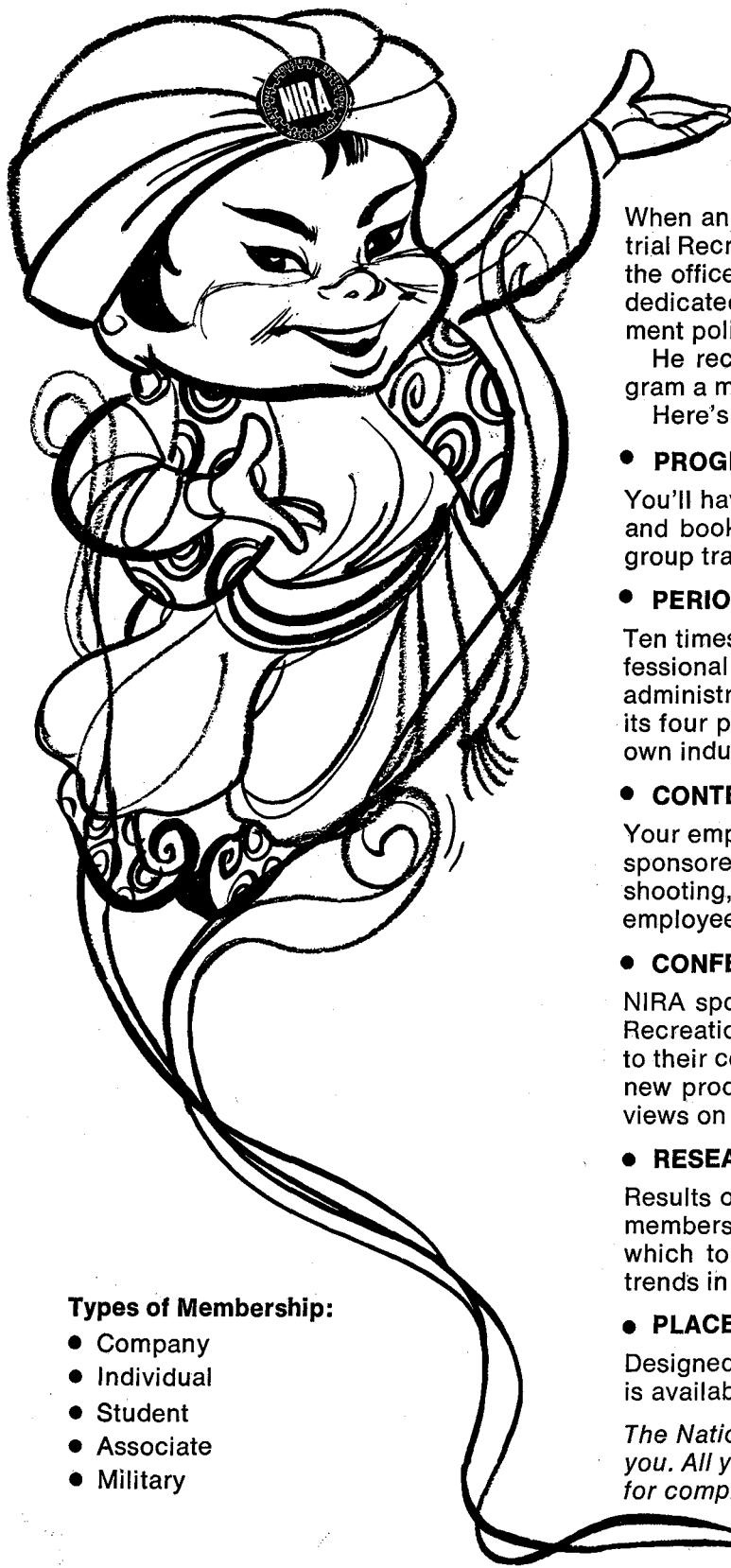
Pacific Area Travel Association





LIBRARY
1971
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Warm Weather Planning Guide



At Your Service

When an industrial recreation administrator joins the National Industrial Recreation Association, he gets more than a certificate to hang on the office wall. He becomes a member of a professional organization dedicated to the concept that industrial recreation is sound management policy.

He receives specific help to make his company's recreation program a more effective and dynamic one.

Here's how NIRA is geared to help you!

• PROGRAM AIDS

You'll have available to you a series of "how to" manuals, pamphlets and booklets on the many phases of recreation administration and group travel.

• PERIODICALS

Ten times a year you'll receive *Recreation Management*, NIRA's professional journal — the only publication directed to the recreation administrator. *The Keynoter* will also be sent to you regularly — its four pages full of valuable ideas that you can put to work in your own industrial program.

• CONTESTS

Your employees will be eligible to participate in the national contests sponsored annually by NIRA in such fields as bridge, rifle-pistol shooting, golf, bowling and trap shooting. This competition stimulates employee interest and participation for valuable prizes and honors.

• CONFERENCES

NIRA sponsors regional as well as national conferences each year. Recreation administrators meet to exchange ideas, work out solutions to their common problems, learn about new trends and concepts, see new products on exhibit and hear noted professionals present their views on recreation and travel programs.

• RESEARCH

Results of regular surveys conducted by NIRA are made available to members — giving the recreation director a valuable standard against which to measure his own program, and pointing the way to new trends in employee recreation.

• PLACEMENT SERVICE

Designed to bring together the right man and the right job, this service is available to potential employers as well as job-seekers.

The National Industrial Recreation Association stands ready to serve you. All you need do is fill out the attached coupon and return it to us for complete details about how NIRA can go to work for you!

Types of Membership:

- Company
- Individual
- Student
- Associate
- Military

National Industrial Recreation Association
20 North Wacker Drive • Chicago, Ill. 60606

I would like to know more about NIRA. Please send me complete information about membership and services.

Name _____ Title _____

Company _____

Address _____

City _____ State _____ Zip _____

Type of Membership _____



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Cover and Planning Guide photos by Brent Jones, award winning Chicago photographer and poet who takes over as RM photographic contributing editor this year.



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Recreation Management

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NEWS

Back Fence

From Washington

A Washington expert predicts a possible trend towards more group insurance . . . Senator Frank Church (Idaho) plans to introduce legislation to require that public works projects built by the Army Corps of Engineers, authorized on an individual, project-by-project basis instead of the usual omnibus rivers and harbors bill system . . . The economy's slump has caused travel people to offer some good deals, especially in Europe, says a reliable Capitol source.

Reports the President's Council on Physical Fitness and Sports Newsletter, the Council has been authorized to proceed with four major projects. These are a comprehensive study of the status of school phys. ed. and fitness programs, a survey to determine the fitness status and exercise habits of adult Americans, revision and redistribution of *Youth Physical Fitness* (the "Blue Book") and revision of *Adult Physical Fitness*.

Economy Bulletin

Some recommendations that can be easily adapted to recreation administration came by our desk recently. Three cost-cutting methods which require little if any capital investment are particularly suited to the inflationary, "cost-push" economy of 1970-71, asserts management consultant Joel C. Wolff.

Writing in his firm's newsletter, "Physical Distribution Reports," Wolff points out that 1970-71 inflation has been the result of rising costs rather than — as in 1969 — a combination of rising costs plus consumer demand outstripping supply. Plants which in 1969 had substantial

backlogs of orders are today running well below capacity, and, lacking their former volume, firms find little incentive to invest in long-term modernization programs to bring production costs back in line.

Bootstrap Economics

"For many firms," Wolff states, "cost reduction in 1971 will be a bootstrap operation." He cites distribution costs as a prime target for cost reduction, particularly in firms with limited investment capacity, noting that such costs were largely neglected in the volume-oriented economy of the sixties and still represent a major cost area. But the most important reason for attacking distribution costs, in Wolff's opinion, is that they can be reduced by using tools at hand and without requiring long periods of implementation.

The first major step toward cost reduction, according to Wolff, is the identification and control of distribution costs. "Few companies really know what their costs are," he says, citing examples of firms which thought they were saving money but were actually paying cost penalties in distribution, largely as the result of using improper accounting methods. "Distribution cost analysis," he concludes, "frequently opens the door, first to important cost reduction in distribution itself, and then to a more intelligent marketing effort."

The second approach he cites is "methodizing" of physical distribution activities, i.e., a systems approach to improving the productive use of present warehouse and transportation facilities. One firm which took this approach, with minimum investment, was able to reduce labor costs by nearly 20 percent, improve

its order reaction time from five weeks to 24 hours. The order reaction improvement itself resulted in an overall 15 percent increase in sales from reorder capability.

The third technique for cost reduction advanced by Wolff is "making money work harder" — improving management of inventories in the physical distribution system, or through improved productivity in the facilities through which the inventories move.

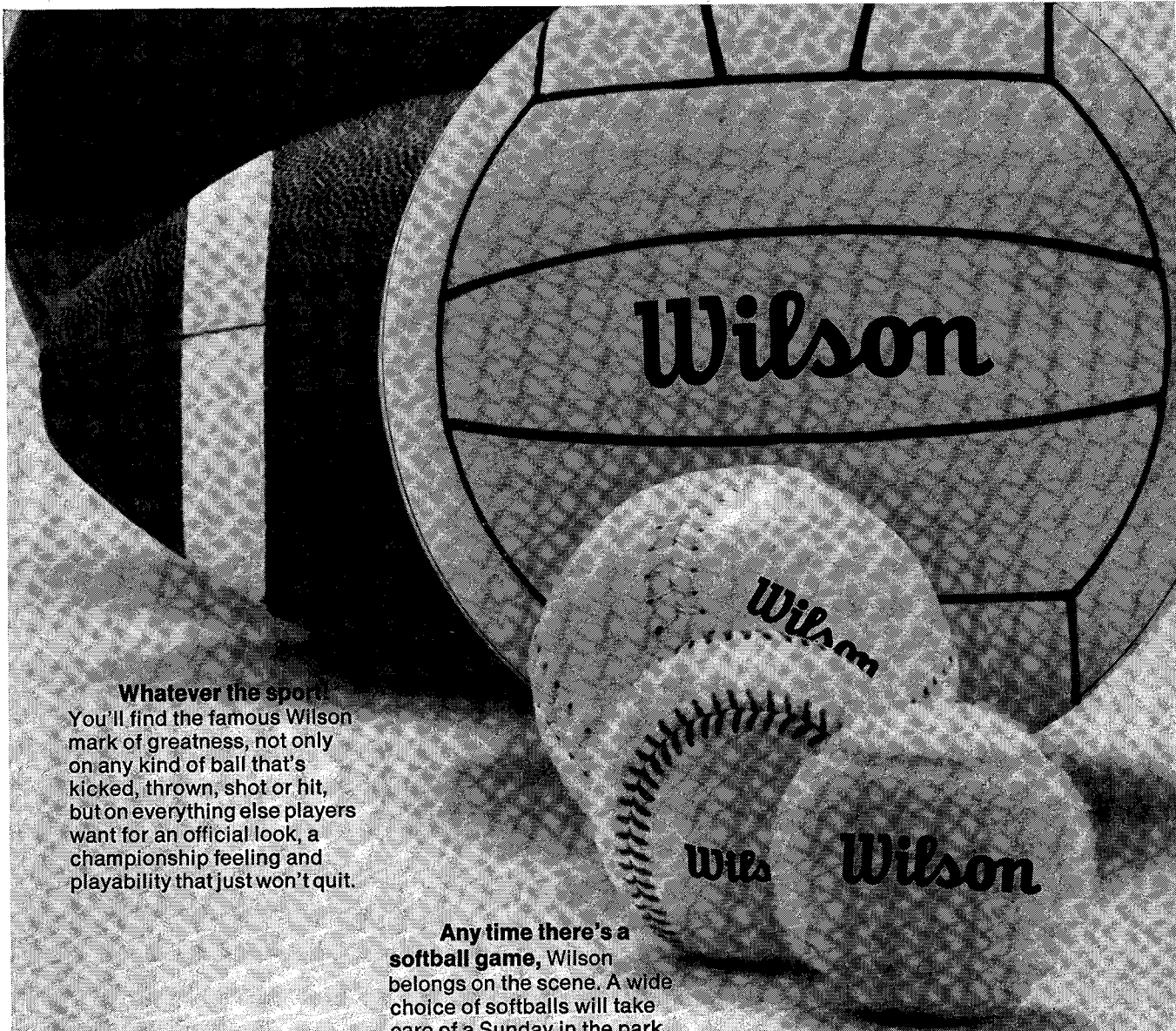
Copies of Physical Distribution Report No. 9 containing Wolff's recommendations for cost reduction may be obtained without charge by writing or telephoning Herbert W. Davis, Director, Drake Sheahan/Stewart Dougall, Inc., 330 Madison Avenue, New York, N.Y. 10017. (212) 697-0294.

From the Grape Vine

A major airline has received rave response from its relatively new non-smoking sections on all its aircraft. May set a trend. . . . Oregon has received a large grant to continue acquiring recreation land along the Willamette River. . . . Winchester Western is offering two National Rifle Association Centennial commemorative firearms in limited editions during the year.

The National Bowling Council reports good response from Capitol Hill on its proposal for a bowling commemorative stamp. . . . Phoenix Parks and Recreation Department offers free winter tennis instruction at 16 park and school areas. . . . "Miniature Golf is more profitable, percentage wise, than any other type of golf facility — and golf facilities in general are in the top bracket of

(continued page 16)



Whatever the sport!
You'll find the famous Wilson mark of greatness, not only on any kind of ball that's kicked, thrown, shot or hit, but on everything else players want for an official look, a championship feeling and playability that just won't quit.

Any time there's a softball game, Wilson belongs on the scene. A wide choice of softballs will take care of a Sunday in the park or a whole season. Fine basketballs, too, for every playing surface—indoors or out.

Wilson offers equipment for golf, volleyball, baseball and football, too. All built to the same high standards of professional craftsmanship. Wilson is really on the ball in any sport you name.

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Wilson Sporting Goods Co., River Grove, Illinois

LEISURE LEADERSHIP

by Martha Danniell
President, NIRA



Miss Martha Danniell

Industrial Recreation is training and development through the media of "re-creation," generally occurring off duty hours and, therefore, often called Leisure Education. The actual activity learned after work carries over in the form of on-the-job effectiveness. The development's effect on the individual's future will be determined largely by the potential capability and desires of the individual and by the company's willingness to provide a professional recreation administrator—preferably certified—to administer the recreation program.

This kind of program stimulates many individuals to attempt leadership training when they might ordinarily refuse to risk it under official company scrutiny fearing that failure would stunt future growth with the company. That is because they do not consciously relate their leisure activities with training. They are concentrating instead on having fun. He can relax and concentrate on his immediate objective which is to successfully complete the the responsibility given him.

Some companies think of industrial recreation strictly as "fun and games," of morale only. Such companies are short-changing themselves. Under the aegis of a professional recreation administrator, this program can be the most economical, most effective of all employee development programs not just a "frill" to industry no matter what the prevailing economic situation. In fact, the tighter the economy, the more a professional is needed to insure that every employee who desires an opportunity for development and recognition will receive this training at a fraction of the usual cost to the his employer.

Miss Danniell's semi-annual report, "The President Speaks," is enclosed in a mailing to the NIRA membership, as is "The NIRA Key-note," an informal report of materielle pertinent to industrial recreation. At the same time, the Chicago Headquarters is preparing other printed matter of interest to be mailed shortly. Watch for it!
—Ed.

A week in Spain for \$178.50* Including Air Fare.

At prices like these, the employees of your company can go a long way together.

After all, \$178.50* for a week in Spain is less than half the price of the regular air fare alone.

Yet we include a luxurious hotel suite on Spain's Mediterranean "sun coast", breakfast every morning, a car rental, and superb flight service on our big DC-8 super jets.

We can offer you so much for so little because we rent the whole airplane to your employee group. That way, we don't have empty seats and we don't have to charge for them (as other airlines do).

Hotels overseas are able to reduce their rates for pretty much the same reason.

What it adds up to, for your company's employees, is being able to travel together in this world for a lot less than going it alone.

We'll tell you about Spain, and other places at surprising prices, if you fill out the coupon. And mail it.

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| <input type="checkbox"/> 5 days/4 nights in Nassau, \$99.00* | <input type="checkbox"/> 4 days/3 nights in
Las Vegas, \$126.00* |
| <input type="checkbox"/> Week in London, \$199.00* | |

Name of Company _____

Address _____

No. of People _____

Approximate Time of Year _____

Individual in charge _____

*All prices based on full pro-rata affinity charter of 250 people round trip from New York with split charter groups acceptable, (Curacao, only, based on 180 people). Rates from other cities on request.

WARM WEATHER



GENERAL EQUIPMENT

ATHELETIC CLOTHING (A)

1. gym suits (1)
2. parkas (2)
3. shorts
4. socks
5. stockings
6. award sweaters
7. sweat shirts and suits
8. T-shirts
9. trunks

OFFICIATING (B)

1. starter's guns
2. stop watches
3. scoreboards

ADMINISTRATION (C)

1. lettering
2. emblem
3. embroidery
4. trophies
5. awards
6. novelties

HYGIENE (D)

1. massage tables
2. mobile bath carts
3. mouth fresheners
4. steam room gear
5. towels
6. whirlpool baths

TRAINING GEAR (E)

1. trainers' supplies
2. foods
3. kits

WARM WEATHER ACTIVITIES PLANNING GUIDE

Yes, I am interested in those tips checked below.
Please send me complete information about them.

ITEM(S) _____
(specify by letter and number)

Name _____ Title _____

Company _____

Address _____

City _____ State _____ Zip _____

Photo posed by Richard Scott

PLANNING GUIDE

Listed below are several specific areas of warm weather sport activities products and services. Simply check-off by letter and number your areas of interest on the coupon and mail to RM. You will then receive detailed information outlining what types of materials are available and how

to get them. This Planning Guide is an experimental feature appearing for the first time. RM hopes that it will be useful to you. In subsequent issues RM hopes to publish Guides to all aspects of industrial recreation programming. We would appreciate your comments.

SPECIFIC ACTIVITIES

ARCHERY

1. sets
2. arrows
3. arrow components
4. automatic lane gear
5. backstop netting
6. bows
7. crossbows and bolts
8. leather accessories
9. racks
10. scoring equipment
11. sights
12. targets

BADMINTON (G)

1. Cases
2. covers
3. grips
4. nets
5. posts
6. presses
7. rackets
8. shuttlecocks
9. strings

BASEBALL (H)

1. backstops
2. cages and nets
3. balls
4. bats
5. bases
6. caps
7. chest protectors
8. cleats
9. gloves and mitts
10. helmets
11. masks
12. mounds
13. pads and guards
14. resin bags
15. score books
16. stockings
17. uniforms

FIELD HOCKEY (I)

1. balls
2. goals
3. nets
4. cages
5. leg guards
6. shoes
7. sticks
8. uniforms

GOLF (J)

1. bag covers
2. bags
3. distance-adding ball coating
4. ball holders
5. ball markers
6. ball retrievers
7. balls
8. ball washers
9. practice cages
10. caps and hats
11. carts
12. clubs
13. club carriers
14. miniature golf supplies

PICNIC EQUIPMENT (L)

1. barbeque sets
2. baskets
3. dishes
4. eating utensils
5. fire lighters and starters
6. grills
7. insulated vacuum bottles
8. boxes and jugs
9. picnic kits
10. refrigerants

SOFTBALL (K)

1. balls
2. bases
3. bats
4. gloves
5. masks
6. batting tees
7. sportswear
8. uniforms

SWIMMING AND BEACH (M)

1. beach balls
2. bathing caps
3. cabanas
4. chairs and backrests
5. clothing
6. cots
7. cushions
8. diving boards
9. ear plugs and ear drum protectors
10. floats and accessories
11. swim goggles
12. life buoys
13. life saving devices
14. mats
15. nose clips
16. pool covers
17. above ground pools
18. sandals
19. water slides
20. swimming boards
21. swim suits
22. training equipment
23. umbrellas
24. water bicycles

TENNIS (N)

1. court backstops
2. balls.
3. binding
4. net cables
5. tennis clothes
6. court markers
7. nets
8. net posts
9. presses
10. racket covers
11. racket frames
12. racket grips
13. rackets
14. racket stringing equipment
15. serving machines
16. net counter straps
17. strings

TRACK AND FIELD (O)

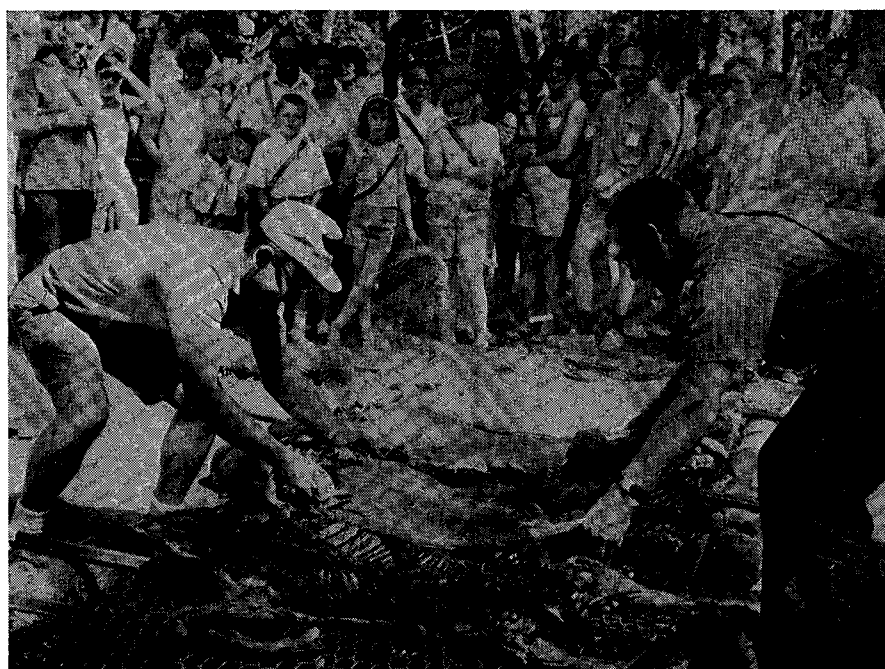
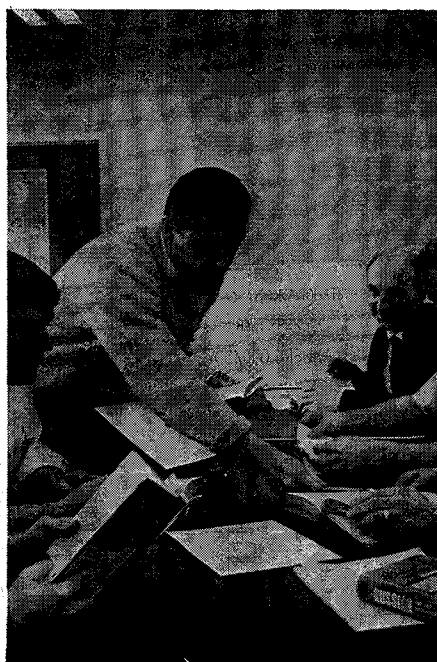
1. cross bars
2. discus
3. hammers
4. hurdles
5. javelins
6. landing pits
7. relay batons
8. shoes
9. spikes
10. shot puts
11. jumping and vaulting standards and boxes
12. starting blocks
13. track drags
14. uniforms
15. conditioning suits and equipment

WATER POLO (P)

1. water balls
2. belts
3. bladders
4. caps
5. goals

WATER SKIING, SURFING (Q)

1. aquaplanes
2. belts
3. bindings
4. bongo boards
5. bridles
6. car racks
7. clothing
8. helmets
9. ski rope retrievers
10. skis
11. ski sleds
12. spray attachments
13. surf boards
14. tow ropes and bars
15. wake boards
16. water shoes
17. water toboggans



This is the first in a new series of RM features devoted to program ideas. Some of these will include different twists to existing activities. Others will outline new programs that can be introduced simply and inexpensively which have high participation potential. The following story was contributed by 3M's Language Club which celebrates its fifth birthday this year.

The 3M Language Society began humbly enough in the cafeteria where, over sauer kraut, friends helped an information scientist brush up on his German for a trip. Someone who stopped to listen suggested a table for French. Others ate pasta together à la conversation in Italian. From that, the Language Society spread like mustard until it now encompasses 700 members and over 60 volunteer teachers teaching nine languages. From "Sprechen zie Deautsch" between bites of a hamburger to organized classes, festivals, charter flights and more in five years of spontaneous growth!

A language club at your company can tie right in with your travel or discussion group. It may prove popular as a thing unto itself as it has at 3M. What will it cost? Not much beyond the salary and housing of a full-time administrator. After the initial outlay, it can be largely self-supporting. Once started, about all that the company needs contribute is a favorable atmosphere to grow and flower into a valuable and unusual company asset.

As John H. Leslie, 3M manager of Industrial Recreation, said grinning broadly at the Society's last Annual Meeting, "Here's a program that is expanding, that doesn't need a raise in taxes nor a larger budget. We need more like this one!"

Besides the obvious benefits of having many employees with language skills, many other advantages can arise. 3M's Language Society office is a clearing house for all sorts of related aids and activities. Interpreters are found for overseas visitors as are translators who can unravel possibly important information. The company can participate in community programs involving foreign visitors, in school programs for foreign language students. The

office can get help and advice to 3M families moving abroad or families moving here from overseas.

How do you start? Encourage a few people with language capabilities to start conversational groups. Show this article around the plant. If the response is good, add another language. Build enthusiasm with special evening festivals, orientation meetings before trips, summer picnics and winter sports which members can enjoy while promoting language study.

At 3M, the cafeteria ketchup crowd grew into a society almost by itself. One of the participants, Dr. Gaston Vandermeersche, a Belgian electronmicroscopist and avid linguist, organized "language tables" not only for those who already knew a language and who wanted to maintain fluency, but for those who had never studied at all. Teachers emerged from the expanding groups. Textbooks and lesson materials appeared. When the coffee and food stains obscured printing in the texts and the usual lunchtime clatter began to interfere with study, the "classes" moved into nearby quieter conference rooms.

As the idea spread to different locations on the 3M "campus," organization became necessary. The members drew up a constitution and by-laws, elected officers and a council of 30 persons representing different languages, and formed locations and levels of employees to guide the program. Now the Council and Executive Committee meet late in the afternoon — partly on their time, partly on company time.

Management covered the initial investment in tape recorders, tapes and the first round of text books. Some companies may have tape recorders available and some employees may still have text books from school days that they can loan to a group while it is getting started. If an educational TV station operates in town, possibly it has language programs that can be taped. In 3M's case, management, recognizing the value of considerable lan-

LES CLUBS DES LANGUES

by
Esther F. Piper
Executive Secretary
3M Language Society
and
James K. Burton
RM Staff Writer



Some of the activities that won a Certificate of Excellence for the 3M Language Club last year: Lederhosen Dance Group at a German Festival (top), a noon hour Russian class (bottom left), and a pig roasting at a Spanish Festival.

(continued next page)

guage resources to a multi-national company quite early, provided the group, first with a part-time secretary, then a full time administrator. The group is largely self-supporting through membership dues and various fund raising affairs, such as "Good Old Days," a major event where all 3M recreational groups

combine to promote their particular interests.

Teachers hold classes in many locations in 12 different buildings Mondays through Thursdays on the beginning, intermediate and advanced levels. Fridays are held open for special programs at the discretion of the teachers and students.

Teachers are all employees who donate their lunch hours to the programs. Many originate from the country whose language and culture they teach. Others work here for a limited time. Still others worked abroad with 3M's International Division. Even companies less international in character can find teachers

among employees who may be first generation Americans, who have picked up a language in the Armed Forces or who have lived or studied overseas. Not only can these teachers give help in the languages, but they may know about the various cultures and can help organize extra curriculums which add spice and fun to the program.

In addition to noon-time classes, these can include:

- Evening classes, scheduled periodically, employees serving as teachers at nominal fees paid by student tuition.
- Festivals. Evenings featuring special food and entertainment related to specific countries and cultures.
- Charter flights and host programs. Gives students opportunities to practice languages in "real life" situations, to stay in the homes of foreign born employees for a few days. A similar program brought 153 Europeans to 3M, St. Paul, homes in the summer of 1969. Many firm friendships have been made in this way. Students return with firm resolve to apply themselves so that their next trip will be even better.

This month, 3M's Language Society celebrated its fifth anniversary with a festival at Tartan Park, the Company's Recreation Center — an evening which featured food and entertainment representative of all nine countries in our language program.

You see that a language society deals with much more than languages, much more. With a minimum amount of materials the program can be launched in a cafeteria or meeting room. It will either grow by itself or fizzle out depending on the enthusiasm it generates. Only one caution. At the beginning, be careful not to get the mayonnaise on the *Premiere Livre*.

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No more seasons.
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Excellent financing available.

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LOUISVILLE *Slugg*er

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LOUISVILLE SLUGGER WOOD CLUBS — MEN'S LITE-STEEL SHAFT — BLACK FINISH

Model S100R (Rubber Grip) RIGHT HAND ONLY

Available in Nos. 1,2,3,4,5 in any combination

	Suggested Retail
Set of 5 Model S100R (1,2,3,4,5)	\$160.00
Set of 4 Model S100R (1,2,3,4 or 1,3,4,5)	128.00
Set of 3 Model S100R (1,2,3 or 1,3,4)	96.00
Individual Model S100R	32.00

HEAD — Perma-Lustre Tufwood laminated wood in lustrous black finish with black, white and red Propellac face insert.

SHAFT — H&B's new exclusive Dual-Action SUPER ATLAS Lite-Steel chrome — standard flex.

GRIP — H&B's exclusive CHEVRON rubber in black with white indentations and gold center line. RIB GUIDE feature.

LOUISVILLE SLUGGER IRON CLUBS — MEN'S LITE-STEEL SHAFT — STAINLESS STEEL HEAD

Model S150R (Rubber Grip) RIGHT HAND ONLY

Available in Nos. 2 thru 9, Pitching Wedge,
Sand Wedge in any combination

	Suggested Retail
Set of 9 Model S150R (2,3,4,5,6,7,8,9,SW)	\$229.50
Set of 8 Model S150R (2,3,4,5,6,7,8,9)	204.00
Individual Model S150R Iron	25.50

(2,3,4,5,6,7,8,9, Pitching Wedge, Sand Wedge)

HEAD — Stainless steel, deep design, boxed toe, oval back.

SHAFT — H&B's new exclusive Dual-Action SUPER ATLAS Lite-Steel chrome — standard flex.

GRIP — H&B's exclusive CHEVRON rubber in black with white indentations and gold center line. RIB GUIDE feature.

LOUISVILLE SLUGGER WOOD CLUBS — MEN'S LITE-STEEL CHROME SHAFT — BLACK FINISH

Model 90 (Leather Grip) RIGHT-HAND ONLY

Available in Nos. 1,2,3,4,5 in any combination.

	Suggested Retail
Set of 5 Model 90 (1,2,3,4,5)	\$160.00
Set of 4 Model 90 (1,2,3,4 or 1,3,4,5)	128.00
Set of 3 Model 90 (1,2,3 or 1,3,4)	96.00
Individual Model 90	32.00

HEAD — Perma-Lustre Tufwood laminated wood in lustrous black finish with black, red and white Propellac face insert.

SHAFT — Dual-Action SUPER ATLAS Lite-Steel chrome — standard flex.

GRIP — Red leather with black spiral and gold embossing.

STIFF SHAFT (LONGER SHAFT AND OVERSIZE GRIP) — Model 90 available in 44" length, stiff SUPER ATLAS Lite-Steel chrome shaft. Leather grip only slightly larger than standard size. Order it by Model 9040, no extra charge. RIGHT-HAND OR LEFT-HAND.

LOUISVILLE SLUGGER IRON CLUBS — MEN'S LITE-STEEL CHROME SHAFT

Model 95 (Leather Grip) RIGHT-HAND ONLY

Available in Nos. 1 thru 9, Pitching Wedge,
Sand Wedge in any combination

	Suggested Retail
Set of 9 Model 95 (2,3,4,5,6,7,8,9,SW)	\$207.00
Set of 8 Model 95 (2,3,4,5,6,7,8,9)	184.00
Individual Model 95	23.00

(1,2,3,4,5,6,7,8,9, Pitching Wedge, Sand Wedge)

HEAD — Levelume-plated, deep design, boxed toe, oval back.

SHAFT — Dual-Action SUPER ATLAS Lite-Steel chrome — standard flex.

GRIP — Red leather with black spiral and gold embossing.

STIFF SHAFT (longer shaft and oversize grip) Model 95 available in 39½" length with stiff SUPER ATLAS Lite-Steel chrome shaft. Leather grip only slightly larger than standard size. Order it by Model 95L, no extra charge. RIGHT-HAND OR LEFT-HAND.



FRANK BEARD ALUMINA-FLITE WOOD CLUBS — MEN'S

Model FB-A9R (Rubber Grip)

Available in Nos. 1,2,3,4,5 in any combination

	Suggested Retail
Set of 5 Model FB-A9R (1,2,3,4,5)	\$120.00
Set of 4 Model FB-A9R (1,2,3,4 or 1,3,4,5)	96.00
Set of 3 Model FB-A9R (1,2,3 or 1,3,4)	72.00
Individual Model FB-A9R	24.00

HEAD — Laminated Tufwood in rich burgundy finish. Natural face, black and white propellac face insert.

SHAFT — H&B's specially designed ALUMINA-FLITE aluminum (standard flex).

GRIP — Black Chevron rubber, gold indentations, gold center line. RIB GUIDE feature. **RIGHT- and LEFT-HAND.**

FRANK BEARD ALUMINA-FLITE IRON CLUBS — MEN'S

Model FB-A69R (Rubber Grip)

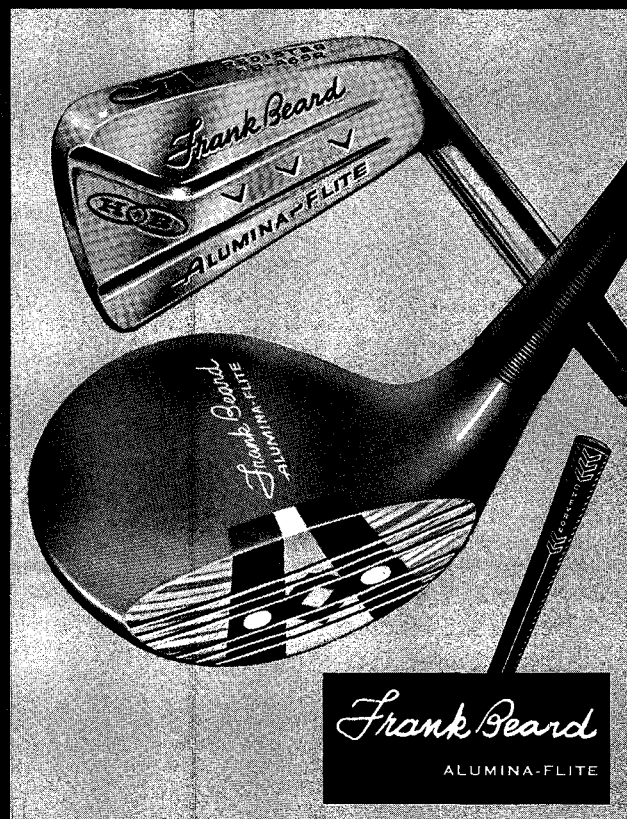
Available in Nos. 2 through 9, PW, SW, PUTTER in any combination.

	Suggested Retail
Set of 9 Model FB-A69R (2,3,4,5,6,7,8,9, Putter)	\$159.30
Set of 8 Model FB-A69R (2,3,4,5,6,7,8,9)	141.60
Set of 5 Model FB-A69R (3,5,7,9, Putter)	88.50
Individual Model FB-A69R (2,3,4,5,6,7,8,9, Putter, SW, PW)	17.70

HEAD — Levelume-plated carbon steel with flange back.

SHAFT — H&B's specially designed ALUMINA-FLITE aluminum (standard flex).

GRIP — Black Chevron rubber, gold indentations, gold center line. RIB GUIDE feature. **RIGHT- and LEFT-HAND.**



SANDRA PALMER ALUMINA-FLITE WOODS — LADIES'

Ladies' Model 60R (Rubber Grip) RIGHT-HAND ONLY

Available in Nos. 1,2,3,4,5 in any combination.

	Suggested Retail
Set of 5 Model 60R (1,2,3,4,5)	\$120.00
Set of 4 Model 60R (1,2,3,4 or 1,3,4,5)	96.00
Set of 3 Model 60R (1,2,3 or 1,3,4)	72.00
Individual Model 60R	24.00

HEAD — Perma-Lustre Tufwood laminated wood in dark blue finish with blue, white and red Propellac face insert.

SHAFT — Ladies' flex ALUMINA-FLITE aluminum.

GRIP — H&B's exclusive Chevron black rubber with blue paint and gold center stripe. RIB-GUIDE feature.

SANDRA PALMER ALUMINA-FLITE IRONS — LADIES'

Ladies' Model 65R (Rubber Grip) RIGHT-HAND ONLY

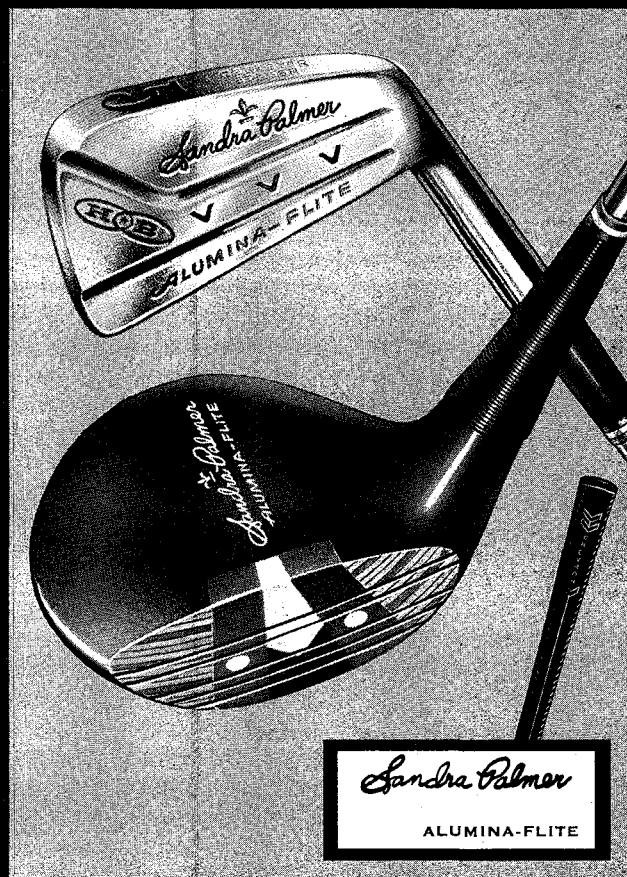
Available in Nos. 2 thru 9, Pitching Wedge, Sand Wedge and Putter.

	Suggested Retail
Set of 9 Model 65R (2,3,4,5,6,7,8,9, Putter)	\$159.30
Set of 8 Model 65R (2,3,4,5,6,7,8,9)	141.60
Set of 5 Model 65R (3,5,7,9, Putter)	88.50
Individual Model 65R Clubs (2,3,4,5,6,7,8,9, Pitching Wedge, Sand Wedge, Putter)	17.70

HEAD — Levelume-plated carbon steel with flange back.

SHAFT — Ladies' flex ALUMINA-FLITE aluminum.

GRIP — H&B's exclusive Chevron black rubber with blue paint and gold center stripe. RIB GUIDE feature.



MILLER BARBER LOUISVILLE WOODS — MEN'S

Model 70R (Rubber Grip) RIGHT- and LEFT-HAND

Available in Nos. 1,2,3,4,5 in any combination.

	Suggested Retail
Set of 5 Model 70R (1,2,3,4,5)	\$82.50
Set of 4 Model 70R (1,2,3,4 or 1,3,4,5)	66.00
Set of 3 Model 70R (1,2,3 or 1,3,4)	49.50
Individual Model 70R	16.50

HEAD — Laminated wood in rich walnut finish. Black and red PROPELLAC face insert.

SHAFT — Mars chrome — standard flex.

GRIP — Rubber GRIPMASTER brown with gold trim. RIB GUIDE feature.

MILLER BARBER LOUISVILLE IRONS — MEN'S

Model 75R (Rubber Grip) RIGHT- and LEFT-HAND

Available in Nos. 2 thru 9, Pitching Wedge, Sand Wedge and Putter.

	Suggested Retail
Set of 9 Model 75R (2,3,4,5,6,7,8,9, Putter)	\$94.50
Set of 8 Model 75R (2,3,4,5,6,7,8,9)	84.00
Set of 5 Model 75R (3,5,7,9, Putter)	52.50
Individual Model 75R	10.50

(2,3,4,5,6,7,8,9, Pitching Wedge, Sand Wedge, Putter)

HEAD — Levelume-plated carbon steel. Flange back.

SHAFT — Mars chrome — standard flex.

GRIP — Rubber GRIPMASTER brown with gold trim. RIB GUIDE feature.

MILLER BARBER LOUISVILLE STARTER SET

A basic set of MILLER BARBER LOUISVILLE GOLF CLUBS consisting of Numbers 1 and 3 woods (70R) and Numbers 3,5,7,9 irons, Putter (75R) described above.

	Suggested Retail
7MBLR Set	\$85.50

Also available in LEFT-HAND.

GLORIA EHRET LOUISVILLE WOODS

Ladies' Model 50R (Rubber Grip) RIGHT- and LEFT-HAND

Available in Nos. 1,2,3,4,5 in any combination.

	Suggested Retail
Set of 5 Model 50R (1,2,3,4,5)	\$82.50
Set of 4 Model 50R (1,2,3,4 or 1,3,4,5)	66.00
Set of 3 Model 50R (1,2,3 or 1,3,4)	49.50
Individual Model 50R	16.50

HEAD — Laminated wood in blue finish. Blue and white PROPELLAC face insert.

SHAFT — Ladies' flex Mars chrome.

GRIP — Rubber GRIPMASTER black with blue trim. RIB GUIDE feature.

GLORIA EHRET LOUISVILLE IRONS

Ladies' Model 55R (Rubber Grip) RIGHT- and LEFT-HAND

Available in Nos. 2 thru 9, Sand Wedge, Putter.

	Suggested Retail
Set of 9 Model 55R (2,3,4,5,6,7,8,9, Putter)	\$94.50
Set of 8 Model 55R (2,3,4,5,6,7,8,9)	84.00
Set of 5 Model 55R (3,5,7,9, Putter)	52.50
Individual Model 55R (2,3,4,5,6,7,8,9, Sand Wedge, Putter)	10.50

HEAD — Levelume-plated carbon steel. Flange back.

SHAFT — Ladies' flex Mars chrome.

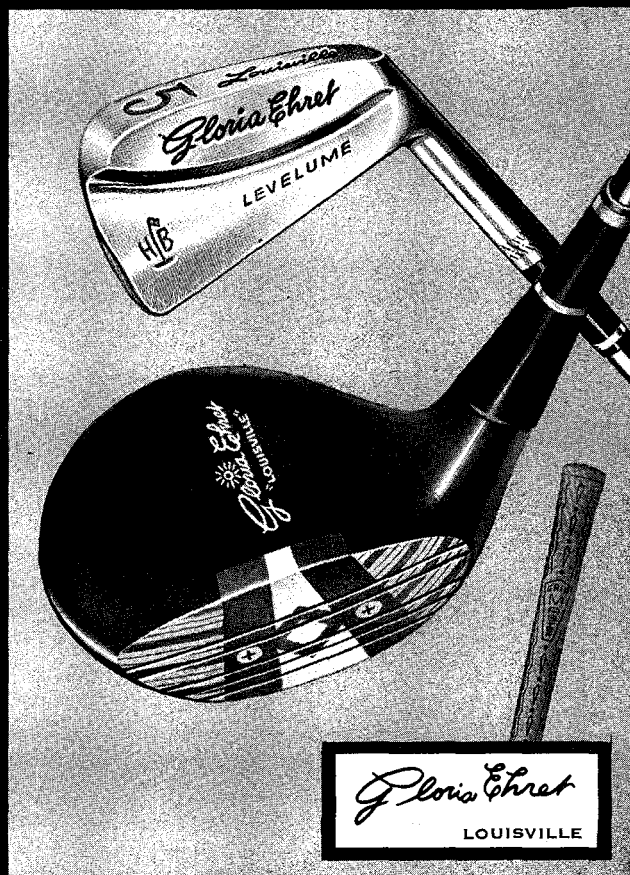
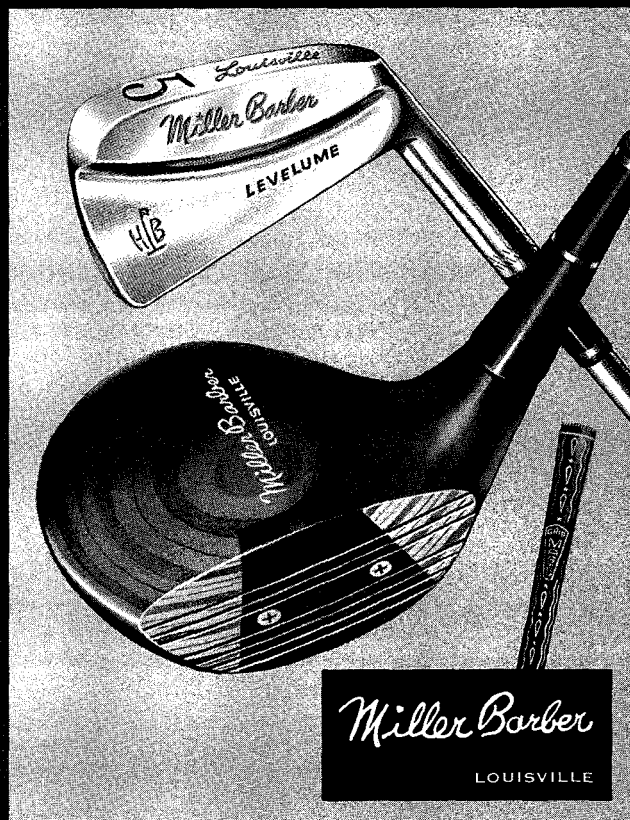
GRIP — Rubber GRIPMASTER black with blue trim. RIB GUIDE feature.

GLORIA EHRET LOUISVILLE STARTER SET

A basic set of GLORIA EHRET LOUISVILLE GOLF CLUBS consisting of Numbers 1 and 3 woods (50R) and Numbers 3,5,7,9 irons, putter (55R) described above.

	Suggested Retail
7GE Set	\$85.50

Also available in LEFT-HAND.





JUNIOR LOUISVILLE SLUGGERS

JUNIOR LOUISVILLE SLUGGER Golf Clubs are of H & B quality throughout and are sturdily constructed by the same craftsmen who make the higher priced models. They are not toys but are especially designed to meet the particular requirements of young golfers. These clubs offer every advantage of the finest matched sets. **RIGHT-HAND ONLY.**

SET OF 3 JUNIOR WOODS (Model J68R)

(No. 1 Wood 39", No. 2 Wood 38½", No. 3 Wood 38")	Suggested Retail \$42.00
--	--------------------------------

Individual JUNIOR WOOD clubs	14.00
------------------------------------	-------

Woods feature genuine persimmon heads of medium size and depth. Attractive black finish with red and black Propellac keystone face insert. Specially designed junior shaft with red GRIPMASTER rubber RIB GUIDE grip.

SET OF 5 JUNIOR IRONS (Model J68OR)

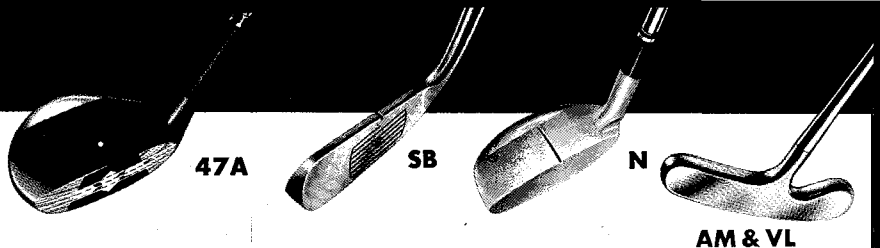
(3-35"; 5-34"; 7-33"; 9-32½"; Putter-31½")	Suggested Retail \$48.00
---	--------------------------------

Individual JUNIOR IRON clubs	9.60
------------------------------------	------

Irons feature heads forged from carbon steel with Pyramid Flange back and LEVELUME chrome-plating. Specially designed Junior shaft with red GRIPMASTER rubber RIB GUIDE grip.

SPECIAL JUNIOR OUTFIT

This four-club — plus bag — special Louisville Slugger junior outfit is ideal for the young. Consists of a No. 2 wood, Nos. 3 and 5 irons, and putter in a tough canvas, ribbed bag. No other combination of junior clubs is available in this outfit at this special price.



SPECIAL PUTTERS

Special putters equipped with quality chrome-plated shafts except as noted.

MODEL 47A "PERSONAL MODEL"	Suggested Retail \$26.00
(With attractive Putter Head Cover.)	
Laminated Tufwood black finished head with black and white Propellac face insert. Brass back. Rubber grip. Right-hand.	

MODEL SB "BLUEGRASS"	\$23.00
Stainless steel blade head. Modern design back. Leather grip. Right-hand.	

MODEL N "NO CHOKE"	\$23.00
Aluminum mallet-type head. Brass back. Rubber grip. Right-hand.	

MODEL 271 "THE IMPOSSIBLE"	\$14.00
Named for Bobby Nichols' incredible PGA Championship performance and winning score of 271. Bronze head, double flange back. Brown and gold perforated calfskin spiral grip, flat top. Right-hand.	

MODEL H "STINGER"	\$14.00
Steel head with LEVELUME nickel chrome-plating. Shallow thick blade — wide top edge and very wide flange sole; gooseneck. Leather RIB GUIDE grip, perforated with spiral grooving — flat on top. Right-hand.	

MODEL AM "APOLLO"	\$14.00
Brass head. Shallow but thick. Two way blade. Rubber grip. Right-or-left hand.	

MODEL C "EQUALIZER"	\$14.00
Brass head — shallow, thick, two-way "rocker" blade. Right-or left-hand. Rubber Golf Pride grip.	

MODEL BH "GOPHER"	\$13.00
Forged steel head Levelume-plated. Shallow thick blade—wide top edge, very wide flange sole; gooseneck. New bamboo shaft. Line-Rite black and white square rubber grip. Right-hand only.	

ESPECIALLY FOR THE LADIES

MODEL VL "VENUS"	\$14.00
Same style as MODEL AM (above) but in ladies' length (33½"). Attractive Ladies' Powder Blue Rubber Grip.	

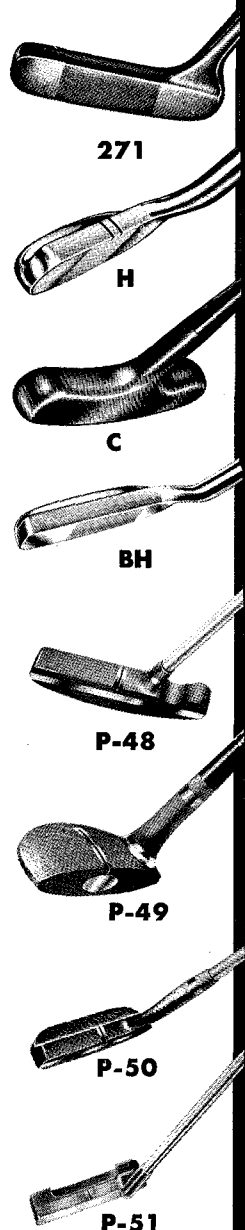
NEW PUTTERS FOR 1971!

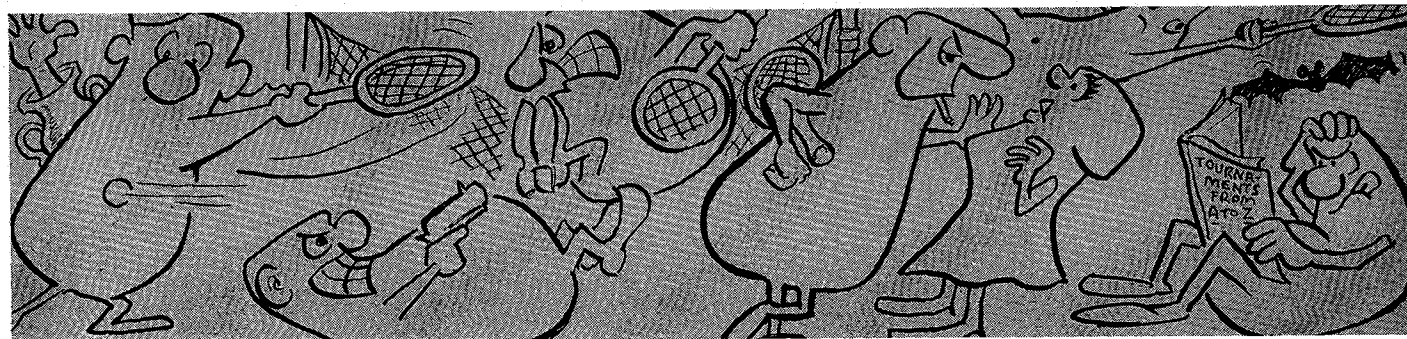
P-48	\$12.00
Steel two-way rocker head. Aluminum shaft. Black rubber grip. Right-or left-hand.	

P-49	\$12.00
Steel mallet-type head. Aluminum shaft. Black rubber grip. Right-hand only.	

P-50	\$12.00
Steel head. Shallow thick blade. Wide top edge and very wide flange sole. Aluminum shaft. Black rubber grip. Right-hand only.	

P-51	\$12.00
Steel head. Recessed back. Wide bottom sole. Aluminum shaft. Black rubber grip. Right-hand only.	





What the Books Don't Say About Tennis Tournaments

by Bill Rosz

Bill Rosz, a tennis teaching pro for 16 years, former Director of Recreation of North Glenn (Colorado) Recreation District, is presently supervisor of Blackhawk Park, Chicago. He jotted down these off-the-cuff random notes for the novice tennis tournament planner especially for RM.

First, let 'em know you're going to hold a tournament. Use bulletin boards, house organs, etc. Inform them that you're going to hold your annual tennis tournament, that the play will be separate for men and women, that there's no charge and that the plant furnishes balls and trophies for winners and runners-up. Put entry blanks on the notices with a line requesting the blanks be turned in as soon as possible, since, if the number of the *draw* (players) becomes exceptionally large you may have to secure a second battery of courts.

The entry blanks should have a space where the people can list their tennis experience. This will enable the tournament chairman to *seed* (place) people according to their experience. Separating the best players is the toughest part of running a company tournament. Ideally, in

a draw of 32 men (that's a Magic Number*) the best player should head the draw sheet, the second best should be number 32, the third best number 16 or 17. Actually, it really doesn't matter how they're seeded as long as the best players aren't knocking themselves out before the semi-finals or finals. And you'll always have to expect a dark horse sneaking in. Perfect seeding's tough even at top national tournaments, so don't worry about it too much.

THE DRAW

Assuming you have 32 male players and you have a battery of eight courts, you can start a first round of eight matches immediately. Should you have an additional 16 women (also a Magic Number, you can use courts in a different location or fill women into places vacated by the men who have finished their matches. If you began at 9 a.m., Saturday, with 16 men on the courts promptly, by 10 you could start the women, by 11 you could fill the bottom 16 men and by noon everyone would finish the first round.

Of the original 16 players, eight would be left who could then commence their second round. They'd occupy four courts with the eight remaining women on the other four. By 1 p.m., you could play the bottom men and have two rounds completed by 2. At this time you should call off the play until Sunday because two matches in one day are enough.

With two rounds completed, the men eliminated to eight, the women to four, it would be a good idea to use the first two courts for the men, the next for women, the next two for men and the last for women so that the spectators can easily watch the men or women as they choose.

You are now down to the last four men. Play the two men's matches so that you'll be down to two in men's and women's play. You can play the losers of the last two matches in both divisions for third and fourth place on courts three and six leaving two courts open for first and second place eliminations.

When assigning people to a court for a match let them have 10 minutes to warm up. Too many players, including some of the best, want to "learn to play the game" during the warm up. This is one of the biggest contributions to lost time. After exactly 10 minutes, get 'em going into the match. Another time problem occurs when players want to rest between sets. When men step on to a court to play, they shouldn't go off until the match is over. The first player who wins two out of three sets, wins the match — then they

(continued page 22)

*A Magic Number is any number of total players divisible by four. If you have a Magic Number everybody still in the game can play. Nobody has to *bye*, that is, stand by to play until an elimination makes a place for him in the round.



NIRA Newsletter



Vol. 14, No. 2

Featuring news of NIRA people and their activities

March, 1971

NIRA-NRA Deadline Soon

SPECIAL—Deadline is approaching on registration for the NIRA-NRA Rifle and Pistol matches.

The deadline for registration is scheduled for the 30th of next month. Forms and suggested procedures have already been mailed from Chicago.

However, because of a recent shake-up in our membership during its up-dating, some NIRA members may have not received their copies.

In some instances, only the main offices of large companies may have received copies. If you haven't received a copy and want to, or you want to make sure your branch offices receive one, notify

NIRA HQ at once.

The matches are to take place at the companies. Targets, supplied by NRA, are then mailed in

to NRA who selects the winners based on the target scores.

Winners will be announced at the June National Conference.

Corporation Finds Unique Service from Membership

SPECIAL—A large corporation has found a way of getting plenty of mileage from its NIRA membership.

It uses the Association insignia in addition to its own on all recreation club membership cards and letterheads adding prestige to both organizations. A letter addressed to each of the plant's recreation di-

rectors asked that they join NIRA as plant and as individual members listing the benefits and objectives of an affiliation.

The Executive Director now has available applications, sample letters, and insignia at the headquarters 20 N. Wacker Dr., Chicago 60606.

Bridge Winner Enjoys Prize

ANDERSON, Ind.—P. J. Elfin, Delco-Remy Div., Gen. Motors, co-winner of NIRA's last Bridge Tournament, submits the following report.

"After Bob Campbell and I were notified we had won a cruise to the Bahamas, we had eight full months to anticipate the pleasures of our prize. It is particularly nice in retrospect to realize that the cruise not only lived up to our ex-

schedule of activities was much too full to permit us to do everything.

"(The food) was the highlight of the entire trip. Three meals were served daily in the dining room and each was enormous. The variety and quality were exceeded only by the quantity.

"Freeport on Grand Bahama Island was our first (and due to high winds that made entrance

prices.

"We returned to New York City where we stayed two full days at the Royal Manhattan Hotel. We enjoyed Lauren Bacall in the Tony Award winning musical "Applause." Sunday afternoon there was an invitational pair game at the hotel with several of the New York name players in attendance.

"It was certainly a week—plus three days—to remember. A truly great vacation. From the four of us, thank you, NIRA!"

(REMINDER: The next Bridge Tournament is not very far away.)



Dramatic Ingenuity

RESOURCEFULNESS. Two youngsters examine giant mushrooms on the set of Goodyear Musical Theater's "Camelot" production. To receive that mushroomy effect, the burlap and wire props were sprayed with a Goodyear urethane foam. That's using your head: go to your own plant for production ideas. Do a science-fiction play with scenery provided by your aero-space division. How about a staging of "Death of a Salesman" by one of the Insurance Companies for authenticity? Well, maybe that would be too authentic. (photo originally appeared in *The Wingfoot Chronicle*)

ting climax to our pleasant anticipations.

"It was a windy and bitterly cold six above in New York City and our ship, the Queen Anna Maria, operated by the Greek Line, was a warm and friendly sanctuary when we boarded. We soon found out that a Greek ship is truly Greek. Though we had a few minor problems and a lot of fun out of conversing with the Greeks it was very evident from the beginning and throughout the cruise that the primary concern of all the ship's company was our safety and comfort and that we enjoyed ourselves.

"And enjoy ourselves we did! Our biggest daily problem was deciding what we were going to do and what we had to pass up. The

Conferences Set to Go

CHICAGO—At RM deadline, all systems are go for the Region 5 Seminar and Region 7 Conference and Exhibit.

The former will be held late this month in Milwaukee and the latter will be over by the time this issue reaches you. A full report, which may assist other regions to initiate similar activities, will be included in April's RM.

We made a few boo-boos in our December issue. We correct them with apologies. In our "Awards of Excellence" story we omitted to mention that Xerox Recreation Association was a co-winner with the Pera Club in the fitness category. In the same article we erroneously spoke of Avco Lycoming's Charleston, S.C. plant in the softball department when we should have mentioned that company's Stratford, Conn., plant and its recreation honcho, Frank A. De Lucca.

only port of call. We enjoyed two days and three nights on this island where nothing is over seven years old and which they publicize as the *adult* island.

"None of us had been in a gambling casino before so we *had* to see El Casino, which is reputed to be the largest in the Western hemisphere. It was no disappointment. We also enjoyed a native show another evening. They had a fire dancer and a limbo dancer, a calypso singer and a steel drummer and all were fine.

"I'm sure (our wives) would say their greatest enjoyment came from shopping at the International Bazaar where goods from many nations are abundantly displayed for sale at what our wives told us were outrageously low



"@%\$&*# **DUCKS,"** murmurs Means Fields, Jr., as he tries to bag a few at Nilo Farms, East Alton, Ill. Means, from Delco Moraine Div., GMC #3, is one of the NIRA co-sponsored National Invitational Trapshoot high scorers who were recently invited to a free day of shooting at Nilo by Winchester Shooting Development Department.

E.T. Mitchell of the Gary, Indiana, U.S. Steel Works, was one of 100 winners in the Marriott Hotel "Weekend for 10" award . . . Howard Honaker, Fautless Rubber, was recently elected Ohio State Chairman of the Amateur Softball Association and is also joint Softball Rules Committee representative from NIRA.

30th NIRA National Conference

presents

Academy of Industrial Recreation Management and Programming

June 10-14, 1971

Conrad Hilton Hotel

TOPICS

Law	Noon-hour programs	Incorporation
Finance	Hobbies	Physical Fitness
Community Cooperation	Retiree Programs	Company stores
Psychology	Taxation	Music, Drama

Look for your Conference announcement in the mail or write NIRA HQ, 20 N. Wacker Drive, Chicago 60606.

NEWS



(continued from page 4)

profit producing recreation enterprises," says the National Golf Foundation Handbook.

A special insurance policy against the hazards of riding on or being struck by a snowmobile is being is-

sued by the Intercontinental Life Insurance Company of Newark, N.J. . . . James Dunn has been appointed editor of *Recreation Manager*, RM's British counterpart.

It appears that Missouri's pheas-

ant population utilizes marijuana extensively — as cover. According to Wildlife Management Institute, marijuana, a weed, grows wildly and extensively in northeast Missouri and throughout the Midwest. The State's conservation people fear that the U.S. Department of Agriculture (USDA) may spray the "grass" with a herbicide which would wipe out virtually all broadleaved plants thus presenting a danger to wild game. USDA estimates that marijuana grows wild on some three to five million acres in 11 states.

In recognition of bowling's growing importance as a worldwide sport, American Machine and Foundry (AMF) has created an International Bowling Group.

Only de Beer makes this offer:

Buy our CNR or CNR-SP (for slow pitch) balls, and we'll recover them *free* when you finally wear out the original cover.*

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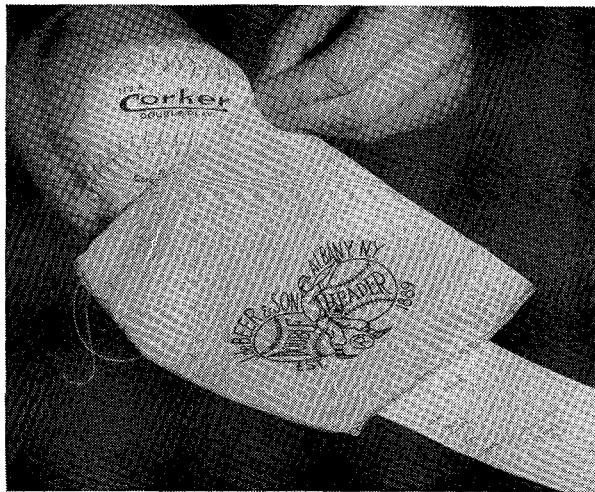
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*Just return your ball in the yellow sack it was packed in.

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Start using de Beer's
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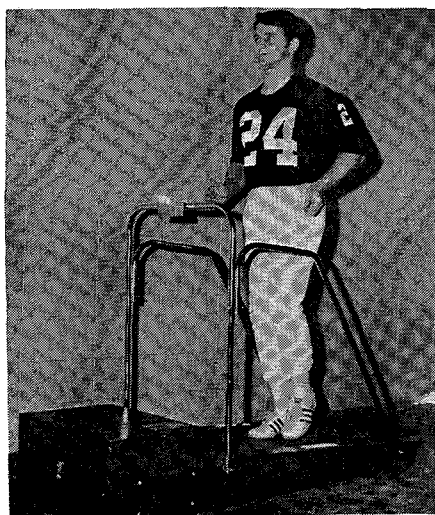
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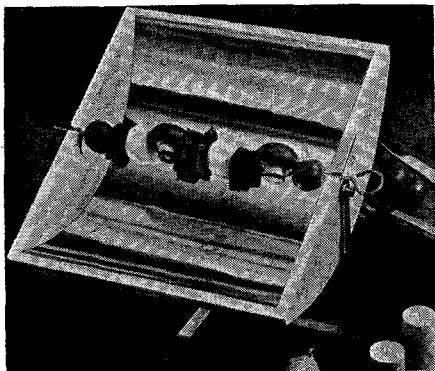
NEW PRODUCTS

GIZMOS



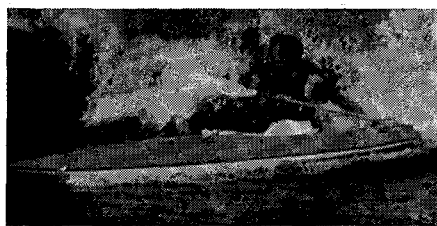
That's Craig Baynham, Chicago Bears fullback, on that jogging machine called the Marathon Executive powered jogger. One in a line of seven fully electric automatic treadmills by Fitness Industries, it's set at a fixed elevation of five degrees, has a variable speed range of three to six m.p.h. Baynham represented Fitness at its National Sporting Goods Association Show booth last month in Chicago.

An outdoor cooker from Davis Instruments uses the sun's energy and requires no fuel, special skills or safeguards. It's simple, safe and pollution-free. Cooks most skewered foods in 10 to 15 minutes. For more info write Davis, 857 Thornton St. San Leandro, Ca., 94577.



Expression and communications time, sports fans! Do-it-yourself with a "Sign of the Times" kit containing the essentials for sign making. It has fifteen 14 by 18-inch sign making aids which contain full color and black-and-white pre-cut alphabets and numerals; popular symbols such as zodiac, floral and peace signs; art *Americana*; frequently used sign language words; appealing animals, and plain white sign boards for creating original signs. Costs \$5 from Pixiecraft, 2600 Wilshire Blvd., Suite 221, L.A., 90057.

The 1971 "Surfer," Old Town Canoe Co.'s newest kayak, is designed by a champion white water kayaker just for surfing. It weighs just over 30 pounds, is equipped with molded seat, foam knee braces, five-position adjustable foot brace and stern grab loop. Old Town will give more details if you write to 120 Beaver St., Old Town, Maine, 05568.



LITERATURE

Providing a simplified concept of managing, with practical, down-to-earth suggestions and aids, *Manage More by Doing Less* by Raymond O. Loen (McGraw-Hill) shows how to concentrate on the key management tasks and do a more productive overall job.

Digest Books has started to reproduce a "Collectors' Series" of the oldest and most historic periodicals in all of the National Rifle Association's (NRA) hunting and shooting literature to help celebrate NRA's 100th Anniversary.

FLICKS

To the Foul Line and *On the Spot* are bowling how-to-do-it movies available free on loan from American Bowling Congress Films, 1572 E. Capitol Dr., Milwaukee, Wis., 53211. The Congress has 24 films in its library and will send you a list on request.

Ecology propoganda from Portland Cement, *How Our Town Saved the River*, can be rented from any Portland headquarters. The 25-minute film shows how pollution prevented a town from using its river for water supply, recreation and industrial purposes and details the successful campaign to gain citizen support for bond issue financing of new sewage treatment facilities.

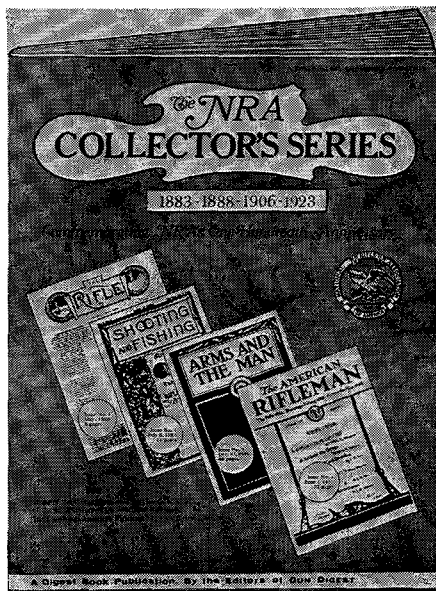
BOOK REVIEW

The Concise Encyclopedia of Sports
Edited by Keith W. Jennison, Franklin Watts, Inc., 845 Third Avenue, New York. (illustrated) \$5.95.

An informative, attractive and terse reference volume, the Concise Encyclopedia contains essays on 56 of the world's most popular sports.

It provides information on history, development and rules written by such experts as Deane McGowen of the New York Times, Arthur G. Lentz, United States Olympic committeeman and Paul B. Cardinal of the National Rifle Association. Compacted into 176 pages, the easy to read text is lavishly illustrated with photographs, drawings and diagrams.

It would make a handy reference work in your office or a handsome award to competition winners.



Travel and Human Clocks

by C. Mosler
of Wild Turkey Bourbon

The jet age is playing havoc with the human body in more ways than one. Flying across a continent or ocean, for instance, creates such a time lag in the human body that it wants to sleep when the sun is up, eat between midnight and morn, and have a good stiff drink just about the time the clock says breakfast. Industrial group travellers have probably noticed this.

It appears the complex machinery of the body, normally regulated to a steady diet of food, sleep and waking hours in one hemisphere, vigorously balks at being suddenly thrust into a different time zone.

In fact the disorientation caused by modern travel is considered serious enough to have the U.S. State Department officials forbid their key negotiators to engage in serious talks until they have literally

recycled (retrained) their biological clocks. This takes from two to three days. Also, most British businessmen are forbidden by their firms to sign any contract in the United States until at least 48 hours after a transatlantic flight.

Specialists believe that hormones, sent out by the endocrine glands, drive the human "biological clock" and gear the brain, and in turn the body, to differences in daytime and night-time activity. In the normal 24-hour cycle, the glands start sending out hormones after the body has fallen asleep in order to inform the brain that the body must prepare itself for waking in a few hours. Obviously, without sleep, or with the fits and starts kind of sleep available on a jetliner, the messages are not going to take their usual pattern to the brain, and the businessman comes under the double discomfort of having to do business in non-normal hours after a sleepless night.

Today, scientists are searching for drugs that would relieve human beings of their need to readjust their bodies to the new time zone in which modern transportation so easily sets them down. Jetliner passen-

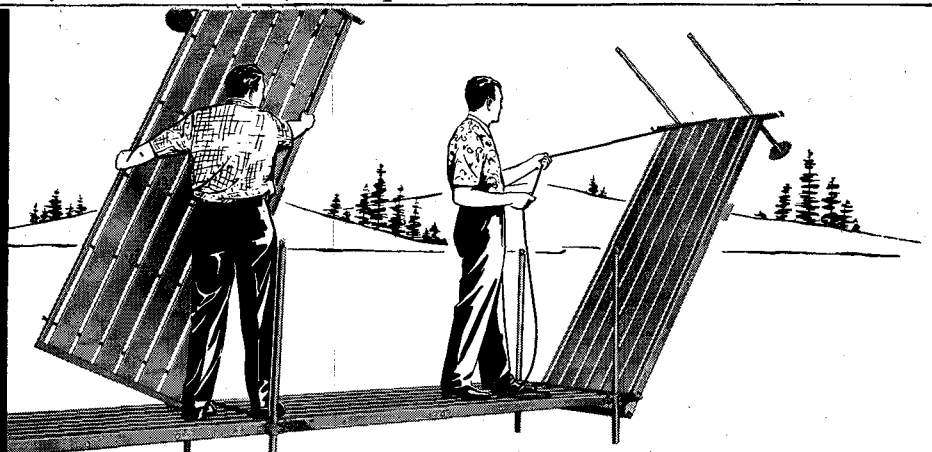
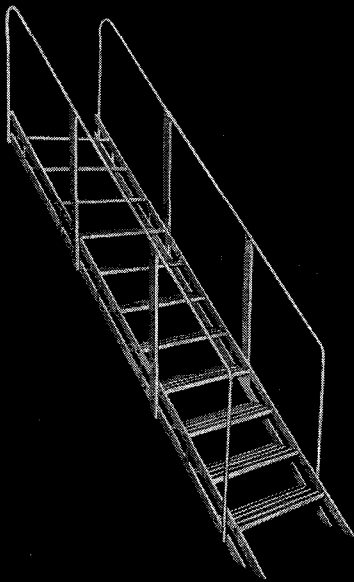
gers might take small doses or hormones in order to safely slide their time cycles backward or forward. What side effects such hormones might have on the human mechanism have not yet been fully explored.

Until the "anti-time" pill is invented tourists and businessmen alike will just have to suffer. Interestingly enough, however, doctors and scientists agree that the human clock will respond favorably backward or forward to a truly full-bodied whiskey.

As far as flight crews are concerned, however, they are in a slightly different category. The physiological effects they endure are partly countered by training and habit.

A time pill could have other important applications. When astronauts travel to the moon, for example, they gradually lose all sense of time — a concept relative only to the rotation of the earth. Hunger, seasickness, and the cycle of fertilization all have been displaced over the last two decades by various pills. In the science-fiction era of this decade, time is obviously next.

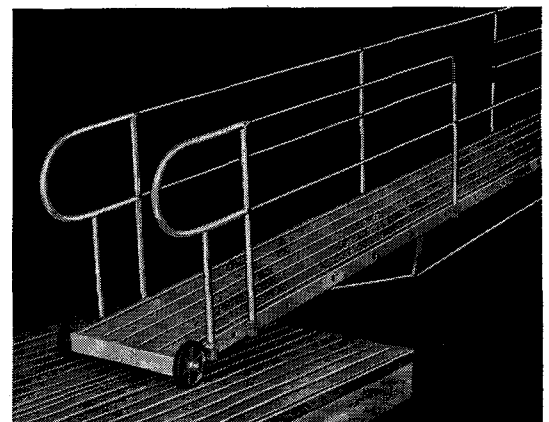
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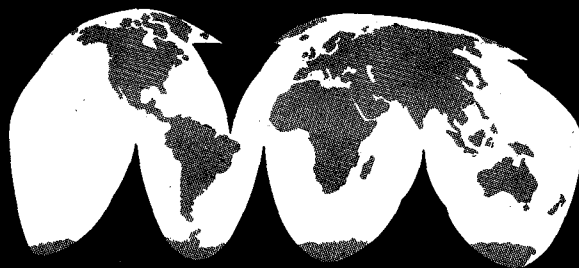
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A

Accidents & Bad Press Are Endangering Sport of Snowmobiling

by Bill Glitz

Snowmobiling has been hit hard recently with adverse publicity pertaining to the safety of the sport, yet many safety officials say that statistics show snowmobiling to be one of the safer motorized recreational activities around.

The snowmobile industry has worked closely with the National Safety Council in the U. S. and the Canada Safety Council to learn exactly how accidents with snowmobiles are happening and how they can be avoided. The first fact that became evident is that very few accidents were caused by machine malfunction. Almost everyone was the result of machine misuse by the operator.

An unusual situation that has accounted for several snowmobile fatalities is an operator running his machine into a barb wire fence. The obvious solution to this is increased alertness on the part of the operator, and snowmobilers should stay on marked snowmobile trails. This advice appears often in the booklet as a remedy for several snowmobile accident situations and it appears to be sound advice. Trails specifically designed for snowmobiling and well maintained by individuals with authority and responsibility will do away with some of the hazards snowmobilers encounter in open, unsupervised terrain.

The most common cause of snowmobiling injuries is unfamiliar terrain. Well designed trails developed on public park and recreation areas, corporation-owned land, and private land can give snowmobilers many miles of interesting trips on their machines without the problems of traversing unknown and unmaintained terrain.

Other incidents which have killed snowmobilers and resulted in adverse publicity for the popular new winter pastime include having the machine go through thin ice and having snowmobilers collide with trains while using a railroad right of way for a trail. Before going out on ice, snowmobilers should always be sure the ice can support their machines. If unsure, an operator should check with a local law enforcement or conservation official. Using a railroad right of way as a snowmobile trail is against common sense and in most cases against the law because railroad right of ways are private property.

As with any motorized vehicle, general carelessness and showing off have contributed their share of accidents. Manufacturers are working hard through dealers and snowmobile clubs to encourage every owner to use his machine as it was designed to be used — with care and off road areas.

Many states and provinces have enacted snowmobile legislation. Snowmobilers should have full knowledge of any laws pertaining to their sport in the area where they are snowmobiling.

In the area of ecology, experts admit that the most critical need is for authoritative scientific information. Rene Bourassa, president of the International Snowmobile Industry Association, has called for unbiased research to determine exactly what effect, if any, snowmobiles have on the environment. Bourassa has pledged that the manufacturer he represents and the industry association will help bring about an end to any proven detrimental effects the snowmobile may be causing.

To inform snowmobilers what to do and what not to do while on their snowmobiles, Bombardier, Ltd., with the assistance of the National and Canada Safety Councils have published a 16-page booklet, *Play Safe with Snowmobiles for More Winter Fun* and has created a 14-minute color movie based on the booklet. Quantity orders for the former and requests for copies of the latter can be made to Bombardier, Ltd., 8600 Decarie Blvd., Montreal, Quebec, Canada, or Association/Sterling Films, 309 W. Jackson, Chicago, Illinois.

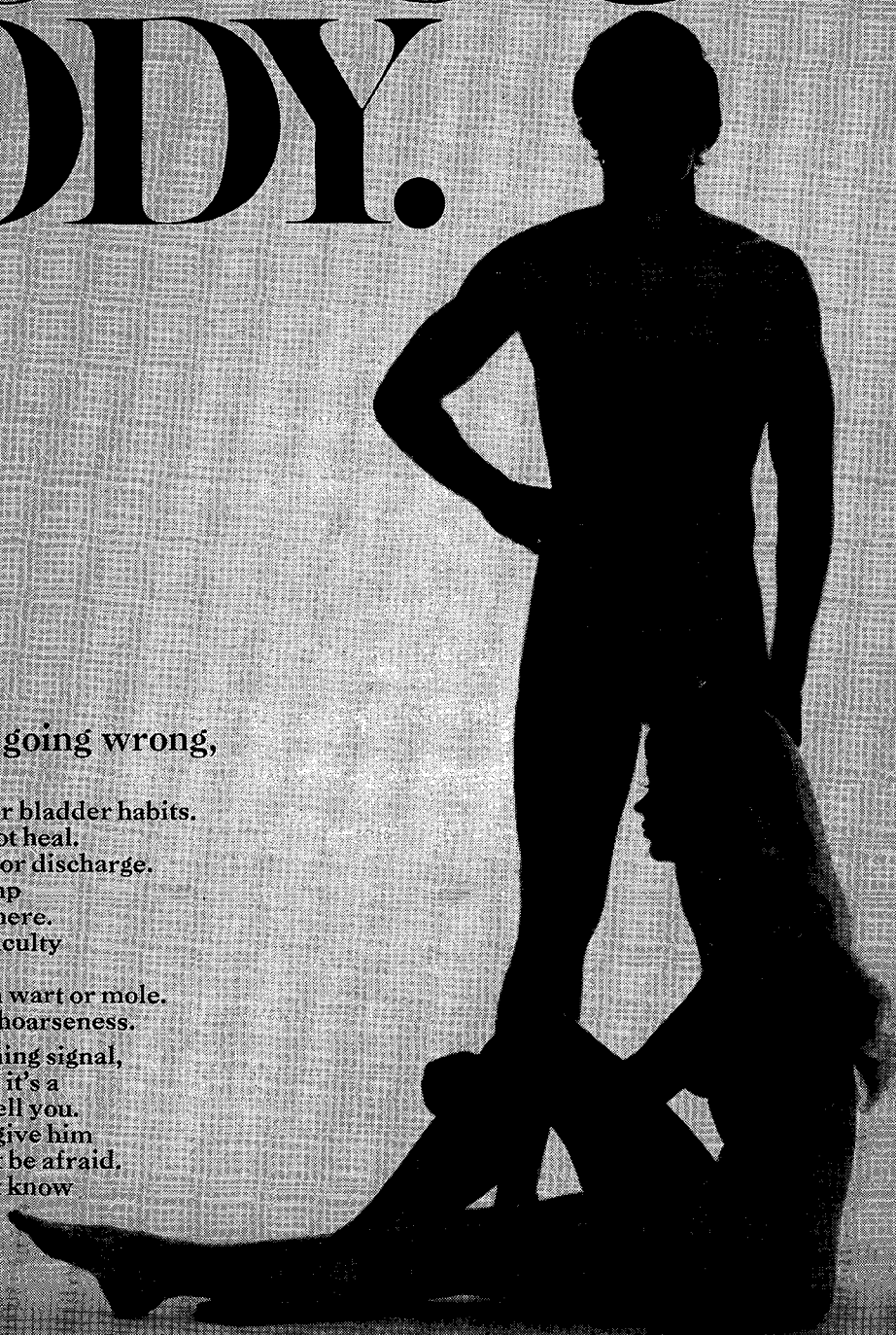
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If you have a warning signal,
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If it isn't, you can give him
time to help. Don't be afraid.
It's what you don't know
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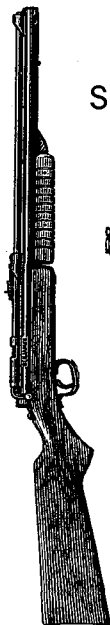
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Purdue Report

Thirty Purdue University students working towards masters degrees in industrial administration are beating the bushes for career opportunities in small business firms. A University Administrative Officer notes that the students, a minority of the 123 members of their class, are willing to "forego salary advantage in return for opportunity in a smaller firm

with dynamic management possibilities."

Bernard A. Shinkel president, Krannert Graduate School of Industrial Administration, Purdue, says, "In a small firm, one of your responsibilities is to define what your job really is. It's an opportunity creator. Students want to be generalists, rather than specialists. In small companies, they won't have to spend a year or two in training programs, but will jump in and sink or swim."

Tennis Tournaments

(continued from p. 13)

can rest. However, give women 10 minutes' rest before breaking a tie with a third set.

Since players shouldn't be permitted to leave the court, provide some liquid refreshment for them by the side of the net.

You'll have to deal with complaints and personalities more than you'd like, during the tournament. The most common gripe is "Why do I have to play the best player in the first round?" At times, somebody may get ugly about it. You're the guy who must be tactful and smooth things over. In advance of the actual matches, tell the players exactly where and when they will play. This is very important especially in the first round. If you don't give 'em an exact starting time, some will come when they're good and ready just to frustrate their opponents. Not everybody does this, but a few consider this part of their "attack."

You can, by anticipating ruffled feathers and hurt egos, solve some problems in advance. Have a consolation round in which those losing the first few matches play again. This may prolong the tournament, but will be worth it. Promote a good sportsman award. It could eliminate some of the bickering that goes on in most matches, especially when you have players call their side rather than linesmen or referees. Of course, it is impossible to get some people to call shots against themselves, but this is what you have to put up with in tennis.

Furthermore, you can never get people consistently to admit that a shot just in or on the line is good, a problem you can't get away from

without using linesmen. Even then, linesmen may "fall asleep" or look the other way at the crucial moment. Still, linesmen are better than players calling shots against themselves.

These items are important. You must be strict about certain things. You, or the person you designate to run the tournament, may not always end up looking like Mr. Nice Guy, but you have to do these things so that everything runs smoothly, efficiently and, most important, so that the players and spectators will have the maximum amount of enjoyment. Remember, somebody will always be sore about something. Listen to the beefs. Maybe you'll get some good ideas from them. However, the way to judge the success of your tournament is not from the gripes or the pats on the back, but from how many people want to do it again next year.

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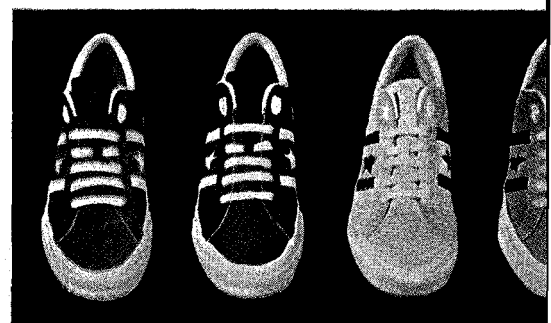


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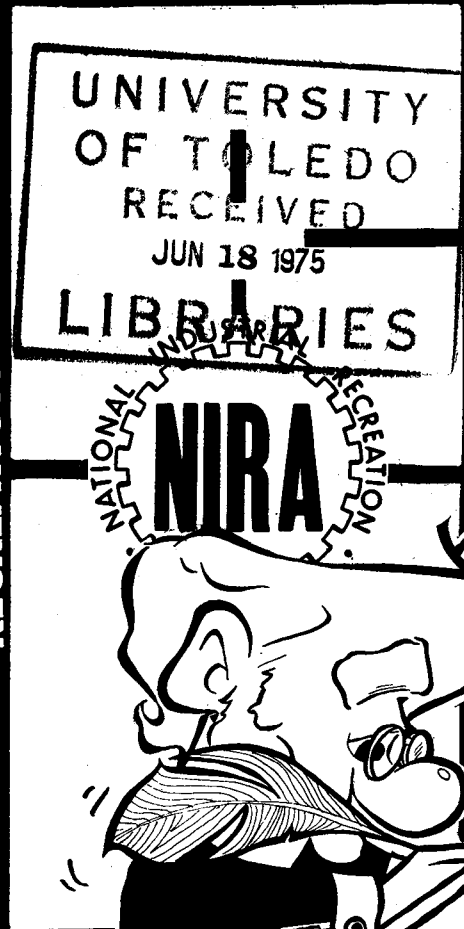
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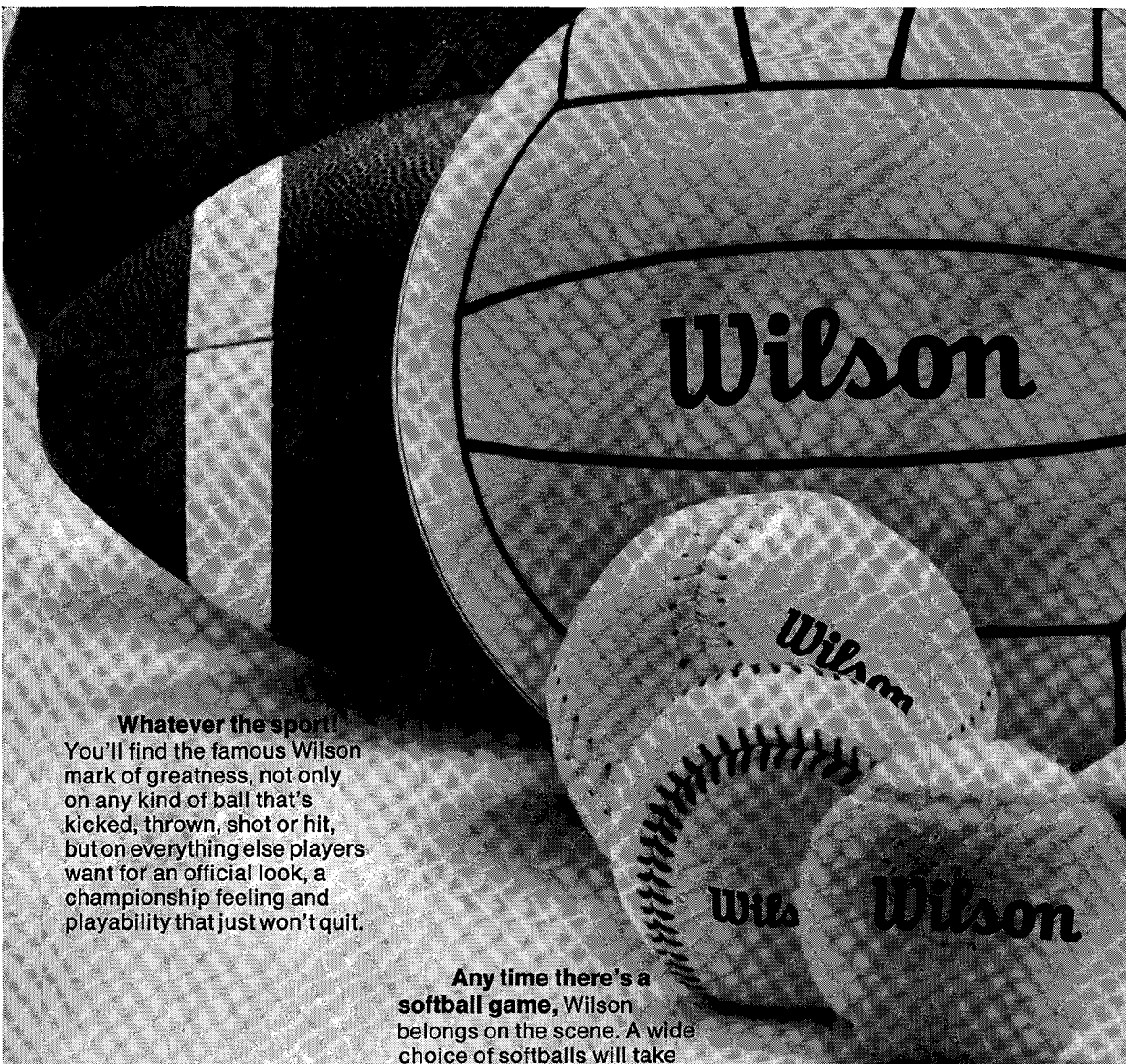


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Recreation Management

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—Warren Walgren
Theodore Hamms Brewing Co.

Jan-Feb RM looks great . . .

—Patrick W. Feely
Falk Corporation

LETTERS TO

THE EDITOR

Congratulations on the new editorial format of RECREATION MANAGEMENT. Very sprightly, I'd say.

—Clark W. Fishel
Texins Association

Thank you for the splendid recognition you accorded junior bowling. If situations should arise in which AJBC . . . can be of assistance, we would welcome the opportunity to be of service.

—Frank K. Baker
American Jr. Bowling Congress

It's timely that with the current (Jan-Feb) issue of RM and Martha Daniell's editorial that our own *Employee News* should carry a story on volunteers. . . . We have noted the coincidence in our quarterly report.

—R. A. Turner
West Point Pepperell
(See NIRA Newsletter.—Ed.)

NEWS

Back Fence



A national Occupational Health and Safety Act has recently been passed placing responsibility for safety standards with the Secretary of Labor. It also says that union representatives can walk through a plant with federal inspectors without management representatives. Unions can also demand an inspection. It establishes a National Institute for Occupational Health and Safety to look into on-the-job (and possibly into management sponsored recreation) safety. It creates a commission to study workmen's compensation laws and provides that the Secretary of Labor must get a court order against plants with life-endangering safety hazards.

The average salary for Industrial recreation and personnel execs and managers is \$17,247, ranging from \$5,000 to \$101,500 according to a survey quoted in *Industrial Relation News*. This publication, in addition, listed what one company did to publicize a change in employee benefits as a guide to other outfits:

- 1) a revised booklet; 2) a confidential management newsletter advising that questions would be forthcoming; 3) a company-wide distributed paper item of questions and answers; 4) a large article in the newsletter; 5) attractive bulletin board displays; 6) a telephone "hot line" which anyone can call for more information.

"Recreation ranks as this nation's second most time consuming function — surpassed only by sleeping," says Arch D. Hardyment, administrator, Research Dept., Security Pacific National Bank, Los Angeles.

Coin collectors: after June 18 you will be able to get application blanks for the new Eisenhower silver dollars from your post office, bank or congressman.

Pollution controversy has resulted in a new recreational and fishing lake near Lake Tahoe composed entirely of reclaimed sewage wastewater.

According to an article in *Trial*, a national legal magazine, the American golf cart is an inherently unsafe vehicle. "The principle cause of golf cart accidents is apparently an absence of safety features," states author Stanley E. Sacks, esq. He says further that the carts are increasingly involved in personal injury cases.

The National Shooting Sports Foundation suggests a way in which anyone can help conservation. If every person over 16 years old bought a hunting or fishing license (you wouldn't have to use it), it would bring more than a half-billion dollars for conservation.

The American Association of Health, Physical Education and Recreation will attempt to revita-

lize children's natural interest in "free and spontaneous games, play and activities which develop essential qualities of self-confidence and self-reliance within the developing child" in a national project to begin soon.

If you're a skier born between late November and early April you can ski free at Mt. Ascutney, Vt., this year and next.

DATES

Next year's Sports Vacation and Travel Show starts January 7, at the Los Angeles Convention Center. . . . Nat'l Physical Fitness, Health and Diet Show, first of its kind, will take place next year in New York American Bowling Congress' Detroit tourney now being held (79 days long!) is the richest tenpin event in history. Prize fund holds \$750,412 The Billiard and Bowling Institute of America's Convention has been pushed back to April 23, in Bal Harbour, Fla.

Snowmobiles have become so numerous in one state that it uses an IBM computer to keep track of them.

TRAVEL

According to the Chicago Tribune, travel benefits are becoming a major union demand The Civil Aeronautics Board has lifted a restriction which permitted no more than three groups to charter transportation together.

National Industrial Recreation Association Conference & Exhibit

June 10-14, 1971 Conrad Hilton Hotel
Chicago, Illinois

Preview

In less than two months NIRA's National Conference titled the *Academy of Industrial Recreation Management and Programming* will convene in Chicago for the edification and enjoyment of NIRA members and other interested recreation professionals. The outline of Conference events that follows will be supplemented next issue with the full program, last minute information and guide to Windy City sites. A handy entry blank appears at the end of this preview for readers' convenience.

PROGRAM

GENERAL SESSIONS

Mind-building—the Psychology of Recreation

Liability, the Law and You

Management Speaks and Acts to Preserve the Health of the Nation—Flick-Reedy's commitment

Servicing your Employees through group discounts, equipment loans, resale and company store

What Has All This Meant? Projections for the future by NIRA'S past presidents.

CONCURRENT SESSIONS

Must You Pay Taxes? New federal legislation

Retiree

Programming

Financial Management

Tour Ideas

Choral Workshop

Theater Workshop

Company Recruitment through Recreation

Special Noon-Hour Programs

Making the Most of Your Equipment — care and maintenance

Adult Crafts Workshop

Question Line discussion with recreation students

SPEAKERS

Edward M. Bruno, director of recreation, 3M

C. Carson Conrad, President's Council on Physical Fitness and Sports

Martha Daniell, president, NIRA

Frank Flick, president Flick-Reedy

Michael A. Fryer, executive director, NIRA

Ben Kozman, former activities director, TRW

James Lovell, former astronaut

John Meyer, recreation director, Motorola

C. James Moyer, NIRA president elect

Yuri Rasovsky, director Theater of Phynance

Donald R. Smith, partner, Management Services Advisory Dep Price Waterhouse

Dr. Robert E. Turner, president, Moraine Valley Community College

Joseph C. Twomey, Esq., representative American Bar Association and corporate legal attorney, Lockheed

George D. Webster, former U.S. Justice Dept tax attorney

Michael Winfield, recreation director, Bell Howell

NIRA past presidents and Travel Council

Other speakers have not been confirmed at publication date

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ner-dance

special wives' activities

CO-HOSTED ACTIVITIES

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Frank Flick Representative

Jamaican Evening. Air
Jamaica, John Baumann
representative

Post - Conference Day.
Playboy Clubs Interna-
tional; Arnold Morton,
Robert Whalen, Donald
Miller, William Hickey
representatives

At the Academy, recreation administrators, program personnel, employee association staff, personnel directors and management staff will gain significant insight into employee activity complexities. At this time of economic stress and unemployment, an aggressive program to assist the employee is vitally needed. Economical recreation programs are management's wisest investment. To gain many benefits without additional expenditure is something corporations haven't heard of for some time.

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	85 non-members	15 - 31 singles
	50 delegates	
	30 wives	
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		\$30 Includes all scheduled
		Conference meals and re-
		ceptions
		or
		10 per meal
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10 delegates		
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Oct.-May—Los Angeles Kings Hockey

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July 9-11—Royal Lipizzan Stallion Show

July 27-Aug. 15—Ringling Brothers,
Barnum & Bailey Circus

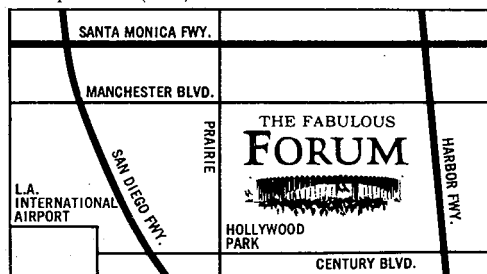
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PUBLIC SPEAKING

by Ira Rasof

Unaccustomed as I am . . ." Like fun! The shy after dinner speaker who first coined that tired phrase knew perfectly well that the single most important factor in his—or anybody else's—success is his ability to create a desired impression upon a group or individual through voice and gesture, that is, public speaking. So saith Dale Carnegie of *How to Win Friends and Influence People* fame, and millionaire philanthropist

The author has taught speech and theater.

W. Clement Stone among others. From your first personnel interview to your last awards banquet, you are always before a public, persuading, organizing, instructing, advising — particularly in recreation, where your job is *people*.

But, like land that has been plowed and sown automatically every year, speaking principles often erode with time and use. You speak so often that you don't even think about it, absorbing some rules, forgetting some. The text book rules and jargon wear away quickly. They aren't as important as the basic practical guides that govern all

kinds of public speaking, techniques of style and structure, which, though pliable, must always be followed. Soil can't grow vegetables unless seeds are planted. Style and structure, the pizzaz and sense of your speech, should be reviewed occasionally even if in the general terms of an article such as this.

Organizing a speech is, after actually delivering it, generally the toughest part of speech making—slaving over an outline, sweating out the paragraphing. Unless you are delivering a dissertation on comparative philology before an assembly of rhetoricians, a lot of that isn't necessary. Few people know or care about formal rhetoric. What is necessary, in all situations, is lucidity and power.

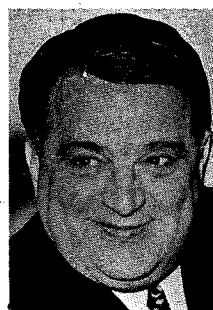
Structure for clarity and strength. After you briefly introduce your topic to your audience, say what you want to say with your information flowing smoothly, sensibly and clearly from one point to the next. Tie it all together at the end with your main point, what you've been leading up to. This gives your speech a $1 + 1 + 1 = 3$ appearance of irrefutable logic and helps the audience follow your reasoning as you talk. This gives you unity: *E pluribus unum*, "in unity there is strength," and all that. You can gain further power and intelligibility by working your



Brad Laycock, popular banquet speaker from Evanston, Illinois, demonstrates public speaking's visual character. "Use gestures, make it a demonstration, do it so they remember," he advises.



Evangelist Billy Graham persuades millions to follow Christ every year through sheer force of his personality. Few can listen to his fire and brimstone speeches without being moved. In a less inspired character, such rantings would appear ludicrous. (Photo courtesy Chicago Today)



Mayor Fiorello LaGuardia of New York added unique personality to his public speaking. During a newspaper strike, he read the comics to children over the radio adding tongue-in-cheek references to former Tammany Hall corruption and an ethnic (he was half Italian and half Jewish) flavor of his own. Thus, his constituency recognized him as a person, not an aloof political figure. (Photo courtesy Chicago Today)



President Franklin Roosevelt's radio Fireside Chats gave millions the impression that he was speaking directly to them through their low-key informality and apparent frankness. (Photo courtesy Wide World)

stylistic elements right into the organization of your speech.

If you work style into the structure it becomes an organic part of your speech rather than filigree. An ice breaking or attention seizing opener should relate directly to the topic, should flow right into it, avoiding the "Funny-thing-happened-on-the-way-here" flavor. The same with the ending. Often, the topic ends before the speech; you have said it all, but you still need an exit line. The "It's-been-nice-talking-to-you" conclusion is an obvious tack-on, not part of the over-all design. Other stylistic elements—audio-visual aides, illustrative narratives — obviously overlap structural functions while others will be only partly affected by them.

These stylistic elements may be influenced by particular circumstances. You want to keep your speech lively and informal, but a funeral eulogy may demand solemn

decorum. Your tone will be different before an all-male or an all-female audience. You can't discuss pre-Elizabethan madrigals the same way you discuss bowling tournaments. Your style must relate to the occasion, the audience and the topic. However, some factors are constant.

Some things apply universally, though degree and approach fluctuate. High energy is essential. Gesturing, meaning any movement for interest or emphasis, is extremely important but must be used judiciously to be effective. Be concise; you can't find any extra words (hardly any modifiers at all) in the Ten Commandments. Season your talk with examples, not just statistics, but anecdotes. Be yourself.

That last is most important. The words must sound comfortable coming out of your mouth, with *your* rhythms, *your* syntax, *your* gestures, *your* expressions. Can anybody believe the ideas are yours if the words

aren't? Besides, you may save yourself the embarrassment of one politico who, in attempting to sound high fallutin, said, in a coast to coast television interview, "Nothin' is too small, too trivial, too insignificant, for de municipal police force to ignore."

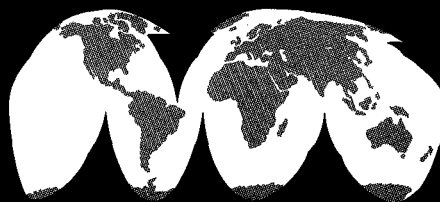
This you-element is the key without which you cannot succeed, for this is the element of sincerity. "Always be sincere whether you mean it or not," Oscar Wilde advised. Without sincerity or the appearance of sincerity, you can't expect your audience to take you seriously. If you don't believe what you're saying, why should they?

The "consummation devoutly to be wish'd" is to have the audience empathize with you, feel your subject with you and participate emotionally in your speech. By deftly applying elements of style and structure, by

personally with gusto involving yourself in your subject, you will go beyond entertaining.

Entertaining won't persuade or inform anybody by itself. In court on a suit involving his film *Monsieur Beauchaire*, Charlie Chaplin put on a great show for the jury from the witness box. But, he lost the case. All the great speakers from Christ and Socrates to Daniel Webster and Lincoln, could move their audience. This is ultimate salesmanship. And the ultimate purpose of any speech is to sell something: an insurance policy, an idea, a program, a person (you), a good time. In most circumstances you don't need a stack of text books, a *Bartlett's Quotations*, a thesaurus or all back issues of *Captain Billy's Whiz-Bang*. But clarity, appeal, succinctness, energy, visual interest and, above all, sincerity, apply universally. With these elements always in mind, no matter how *unaccustomed as you are*, you will always be ready.

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RM 4-71

RM 6-71

President Speaks

NIRA Conference Saves Time, Cash

Special Membership

A Special Individual Membership classification is now in effect. Ideal for recreation assistants, company volunteer leaders, company executives and employees interested in recreation, the membership is offered to employees of NIRA member companies at an annual fee of \$10. Special Individual Members receive a personal subscription to RM, periodicals and publications such as the Keynoter and President's Bulletin, CIRA eligibility, member rates to conferences, listing in and a copy of the Membership Directory, communication and consultation with the Chicago Headquarters and special promotional mailings. Application forms can be procured from the Chicago office.



Miss Martha Daniell

We have a medium through which we can work and realize a greater success than it would ever be possible if we stood alone or with small groups. NIRA is this medium.

Our conference in Chicago will give us realistic guidelines by which we may work in the coming year. Plans for this conference call for in-depth studying of areas you can't afford not to know about.

You, your employees and your company will profit by your participation in the 30th Annual Conference of the National Industrial Recreation Association on June 10-14, 1971. It will not be a cost item, it will be a savings to your company.

All of us in the leisure-time business realize the importance of worthwhile activities for this period. As professional recreators we are trying to help our employees and their families realize a better way of life.

There really is only one way we can succeed and that is by working together. We can't restrict our sharing and studying with a nearby company or not even to those in our community. To come up with real answers our research must be much broader.

We have a medium through which we can

NIRA NEWS



Vol. 14, No. 3

April, 1971

NIRA Man Named to Gov't. Council

SUNNYVALE, Calif.—The Executive Director of the Lockheed Employees Recreation Association, here, has been named a special consultant to the President's Council on Physical Fitness.



Kenneth J. Leonard is the first person in



GIANT MIDGET-LEAGUER. Grady E. Smith, one of the adult volunteers recognized by West Point Pepperell for his contribution to recreation

Volunteer Recognition

WEST POINT, GA.—As if anticipating Miss Daniell's editorial (Jan-Feb RM) on volunteers, West Point Pepperell's "Employee News" ran an article on volunteer recognition within that company.

The article states that over 100 volunteers were given recognition by the firm's Community Recreation Department last month. "One year

Deadlines Set for C. of E. and Helms

SPECIAL—Deadline for Helms and NIRA Certificate of Excellence awards is May 15.

Members have been mailed entry blanks. Interested members who have not received blanks should call the National Headquarters in Chicago.

The United Savings-Helms Foundation co-sponsors with NIRA annual awards for best all-around industrial recreation programs. The Certificate of Excellence is given for best programs within specific areas.

Winners are announced at the Association's June conference.

United Savings and Loan Association only recently joined the Helms Foundation which recognizes top athletes throughout North America.

Five Helms awards are given annually in industrial recreation. One for best over-all program and four for best over-all programs within NIRA's four company size classifications of membership.

This year, Certificates of Excellence will be awarded in seven basic areas of activity: athletic, children's, cultural, fitness, retiree, social and sportsman's clubs. This is a consolidation of the 10 categories of previous years.

Calls Board Nominations

Industrial Mutual Will Co-sponsor NIRA Bowling

FLINT, MICH.—The Industrial Mutual Association of Flint will co-sponsor NIRA'S 24th Annual Bowling Tournament which begins April 30.

April 23 is entry closing date for the event being held at the Southland Lanes here. Entry blanks were mailed to all member companies with the NIRA 1971 Membership Directory late last month.

If your company has not received its copies or needs more, contact the national headquarters in Chicago.

This is a switch from original plans which called for regional tournaments in lieu of the usual national one. However, this year, not enough Regions had the capability to host an event.

Illinois Bell Staffers Give Needed Therapy

CHICAGO—At the beginning of December, things looked bleak for 12-year-old Cheryl Agnello, the portion of whose brain controlling speech has been damaged from birth. That is, until 46 volunteers from Illinois Bell's Austin office here came to her aid.

Specialists told Cheryl's mother that only a series of patterned exercises, designed to stimulate the damaged brain area, would help her. BUT. It takes five people to do the patterning which must be done four times daily. That's 140 people willing to donate five minutes of their time weekly.

A. S. A. Rules

TUCSON—John Nagy, commissioner, Metro Cleveland, was re-elected President, Amateur Softball Association at the annual ASA Meeting held here recently.

Howard Honaker of the Faultless Rubber Company represented NIRA at the International Rules Committee Meeting. Two rules changes were voted in that will be effective for 1972. One weight ball will be used for both fast pitch and slow pitch in 1972. The ball must weigh between six and one-quarter and seven ounces. The batter's box in slow pitch was also changed from 3 x 7 to 3 x 5.

Tournament dates and sites for 1971 were also finalized. The Open Slow Pitch Tournament will be held in Parma, Ohio, September 2-6; the Industrial Slow Pitch will be held in York, Pennsylvania, Sept. 2-6; the Women's Slow Pitch will be held in Satellite Beach, Florida, September

2-6; the 16" Slow Pitch will be held in St. Louis, Missouri September 2-6; the Men's Fast Pitch Tournament will be held in Springfield, Missouri, September 10-17; and the Women's Fast Pitch will be held in Orlando, Florida, August 20-28.



GOLF WIDOW FASHION SHOW.
At the first annual Illinois Bell-Michigan Bell Jetaway Golf Classic (in the Bahamas no less), Golf widows enjoy a poolside fashion show while their husbands compete.

You and a guest may find yourselves on an Eastern Airlines jet to the Miami Playboy Plaza as first prize winners in the NIRA membership drive contest. Details coming soon.

RM Cover Policy Set

SPECIAL—As part of its new editorial policy, RM will accept photography and art from member camera clubs and individuals for consideration as cover illustration.

RM plans, also, a gallery of photography and art to appear within the magazine.

added and the certificate will be laminated to a handsome wooden plaque."

The article quotes Robert A. Turner, coordinator of Community Recreation, who says, "A Well-rounded program is certainly dependent upon the assistance of volunteer workers. Their contributions often are overlooked by many of us who enjoy the benefits of their services."

That is the reason for Pepperell's award program.

In her RM column, Miss Danniell asserted, "Maximum development of volunteers will assure the attainment of our objectives in industrial recreation." She said that volunteers must know success in order to be motivated to stay with the program. Certainly, a recognition program such as Pepperell's is one way to do so.

Co. Offers Drug Abuse Seminar

PEORIA, ILL.—What can you do if an employee comes to work "high on drugs"? How can you tell he's high? What can you do to help him solve his drug problem?

Caterpillar Tractor Co. people, representing all U.S. plants discussed these and other questions at a recent seminar here.

Seminar participants heard various types of drugs described, and how each affects the user. During a visit to a rehabilitation facility they talked with patients.

"Three years ago, we wouldn't have needed a seminar like this," said C. N. Hathway, vice president. Caterpillar facilities, reflecting a general trend, report drug abuse problems increasing in their worldwide communities.

(condensed from an article appearing in Feb-March Caterpillar World. RM would like readers to write us if they would like to see drug abuse information in the magazine as it pertains to industry)

sent to the voting corporate members on the 10th. Any such member who has not received this information should notify NIRA HQ in Chicago at once.

TEREC Helps Apollo Moon Shot

BEAVERTON, ORE. — Members of TERC (Tektronix Employees Radio Amateur Club) participated in the Apollo 14 moon shot.

While some provided equipment and "silent backup," others helped provide communications for the Portland Astronomical Society which was responsible for still photos and video tapes of the flight for NASA.

The TERC participants were among radio amateurs across the country that assisted the space flight.

NEW MEMBERS

NIRA welcomes 1971's new members.

Company members: George L. Wright, CPC International; Paul D. Meeker, First National Bank of Toledo; Jean A. Dearing, Hughes Aircraft Co.; R. E. Partrick, Monsanto; James A. Donlin, National Bank of North America; N. L. Medley, U.S. Naval Training Center, Orlando, Fla.; Thomas R. Scanlon, Reading Crane and Hoist Co.

Associate members: John G. Baumann, Air Jamaica Ltd.; Gilbert Miller, Gilbert Miller Agency; Tim Cowan, Grand Metropolitan Hotels; John Mulligan, Hyatt Corporation; Miss Cora Fitzpatrick, Irish Tourist Bd.; Michael Ailion, ITT Sheraton Corp. of America; Frank Barnes, Liesurac; William D. Hedderly, Recreation Consultants, Inc.; David Johnson, Saturn Airways; Jerry Mann, Travel West, Inc.

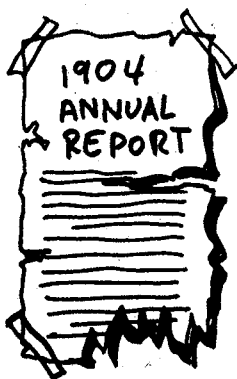
Individual members: Stephen Forgas (Conference Exhibit Chairman), Ronald Greenberg, Philip Mazur, Ray Palmer, Miss Donna Seline (1970 NIRA Scholarship winner), Stanley Stenek, Alan Swan.

Bulletin Boards are the Macey's windows of current information for employes from management. Their appearance and service reflect the importance management places on communicating to employes. If the message is worth posting, it must have an attractive eye-catching display. What good is it if nobody reads it? Good bulletin boards will average more readers than newspapers if the proper care is taken of its appearance and readability. This requires paying equal attention to the whole board and its individual elements.

All postings must be uniform following a pattern



AVOIDING BULLETIN BOREDS



set by a master board in the personnel department. In newspapers people read what interests them most and will consistently turn to the sections that appeal to them. Bulletin boards are much the same. Certain formats or colors can be coded and assigned to certain activities. For instance, lavender paper is generally reserved for death notices while management postings take a letterheaded brown and cream-colored stock.

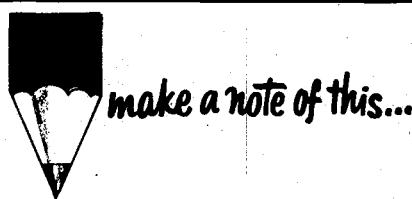
Many sources exist for stock forms. The better ones, tailor-made for the company, contain such headings as "Special Notice," "Vacation Information," "Plant

DATE _____

- FOUR TACKS ON EACH BULLETIN!
- NOTHING SHOULD HANG OVER THE BOARD!
- NOTHING SHOULD BE ON THE BOARD EXCEPT WHAT HAS BEEN AUTHORIZED! (Illness and Thank You cards may stay up one week... remove after that week.)

PLEASE CALL EXT. 22-917 IF YOU ARE LOW ON TACKS, CHANGE OF ADDRESS FORMS, ETC.

Thank you!



Letterhead No. 730
Jumbo Card No. 2730



Letteraset USA

AAAAAABBBCCCDD::
DDDEEEEEEEEEFFFF
GGGHHHHHHIIIIJJKL;
LLLLMMNNNNNNN()
OOOOOOOPPPQRRR
RRSSSSSSSTTTT::
TTUUUUUVVWWXX
YYZZ1234567890&?;!\$;
AAAAAABBBCCCDD::
DDDEEEEEEEEEFFFF
GGGHHHHHHIIIIJJKL;
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OOOOOOOPPPQRRR
RRSSSSSSSTTTT::
TTUUUUUVVWWXX
YYZZ1234567890&?;!\$;
Letteraset USA

NIRA
NATIONAL INDUSTRIAL RECREATION ASSOCIATION
20 NORTH WACKER DRIVE • CHICAGO, ILLINOIS 60606 • 312 465 2400

PUBLICATIONS

INSTITUTE OF RECREATION ADVANCEMENT AND DEVELOPMENT
(Course of Study, Management and Program Manual)
Detailed management ideas on travel, family clubs, indoor-outdoor sports and other program areas by leading experts. (207 pp.) \$2.10/members, \$2.30/non-members.

HOW TO MANAGE ANNUAL TOURNAMENTS
From publicity to organization, from four to 36 team leagues, from eliminations to finals, everything you need to know is included. (36 pp.) \$2.10/members, \$2.30/non-members.

STANDARD SPORTS GUIDE
Illustrations and specifications of more than 60 types of sports events, pools, courts, fields, etc., for industrial, school, private, military and public recreation leaders. (64 pp.) \$2.00/members, \$2.20/non-members.

TOP MANAGEMENT SPEECHES
High executives share their convictions about the value of employee recreation in industry. (26 pp.) \$1.25/members, \$1.45/non-members.

NIRA MONTHLY PROGRAM DATA SURVEY
Useful statistics covering all areas of the field including participation, facilities, budgeting, benefits and administration. (66 pp.) \$4.00/members, \$51.75/non-members.

RECREATION MANAGEMENT MAGAZINE
Monthly (free to all members) Historically directed to industrial recreation—life, sports, leaders, program coordinators and company executives. Features cover administrative, management, program ideas, research, financial and leisure education of social, physical, cultural and service program activities for industrial employees. Published 13 times per year. Not included in membership dues. \$1.00/year, \$3.00/2 years, \$10.00/5 years.

30th NIRA CONFERENCE AND EXHIBIT • CHICAGO • JUNE 10-15, 1971

Shut-Down For—," etc.

Postings must be changed frequently. Old notices giving the impression that nothing new has been added discourage people from reading the board.

When the bulletins are given to the janitors, guards, mailmen or office clerks to post, they should be accompanied by master posting sheets illustrating the board location of each item on it.

Open-faced boards work better than glass covered or locked ones unless vandalism presents problems. Boards should be properly placed for maximum readability. No one should have to stretch or kneel to read an item at the top or bottom; those wearing bifocals should be able to read the board comfortably.

These few things are among the many that can and should be done for effective bulletin boards. For further information, Mel Byers, NIRA Board member, has written a pamphlet, *The Key to a Successful Bulletin Board System*, which is available free by writing RECREATION MANAGEMENT.

Some materials that can help make bulletin board displays more eye-catching. (A) An example of a bulletin board lay-out sheet which insures that whoever posts notices does so according to your specifications. (B) Commercially printed blanks (this one from Idea Art, New York) are made by firms that specialize in printing full-color art of this kind. Your company may find it expedient to print its own color forms to add company identity. (C) Professional line-art available from many sources comes in a variety of styles and subjects. Clip an appropriate illustration and paste it on a notice before printing it in the plant print shop. (D) Rub-on lettering for headlines is easy and quick to use, comes in a variety of styles, is inexpensive (from \$1.50 to \$2.00 per alphabet depending on the manufacturer) and can give punch to an otherwise ordinary (E) piece of literature.

Regions 5 & 7 Conference

The 22nd annual NIRA Western Conference Committee judged this year's the most successful. Nearly 300 delegates attended. A record 43 exhibitors participated.

"No comparison between this and past years," says Conference Chairman Ken Wattenberger. Bigger and more complex than previous conferences, this one was the first in which we hired professional speakers. This was well worth the money. People are still calling for reprints of the speeches. It was a nice departure from the company man getting up there. Exhibitors furnished entertainment for cocktail time held each night. A happy tone was established the very first day and carried on all the way through. If these had been normal times, I think it would have been even bigger."

In 1972, the Western Conference will combine with the National which is scheduled for Oakland, Cal. In '73, Region 7 will convene in Phoenix.

Conference chairmen included Bill Burton, Sal Malo, Mike Varanese, Miss Phyllis Smith, Stan Locke, Dan Archibald, Mrs. Ruth Skinner, Brooks Vinson, Bill Ranney, Jack Killion, and Harold Skinner.

Region 5's Annual Seminar, held last month, was sparked with innovations which Planning Committee Chairman Ed Bruno grades "successful." Normally, it is held at the University of Minnesota with most arrangements and speakers supplied by the University. This year, in Milwaukee, a committee of regional members organized a seminar of primarily idea-sharing sessions highlighted by Harold W. Grenell's (Wisconsin Gas Legal Department) discussion of liability compensation. Attendance was greater than at last year's seminar though registration fees were lower. The Region made money which it can carry forward into next year's seminar.

"We emphasized exchange of ideas and audience participation," Bruno says, "rather than academic speakers. This is the first year we tried it on our own. Now we know our shortcomings and where we need to beef it up."

Next year's Seminar will be held in Minneapolis-St. Paul, but not at the University.

States Richard Wilsman, "The Seminar, I feel, was a success and strides were made to improve Region 5, particularly in the Milwaukee area."

In addition to Bruno, the Planning Committee consisted of L. E. Luedke, Wilsman, Andrew Thon and Al Hornish.

all you
ever wanted
to know about
amateur softball

but were afraid to ask.



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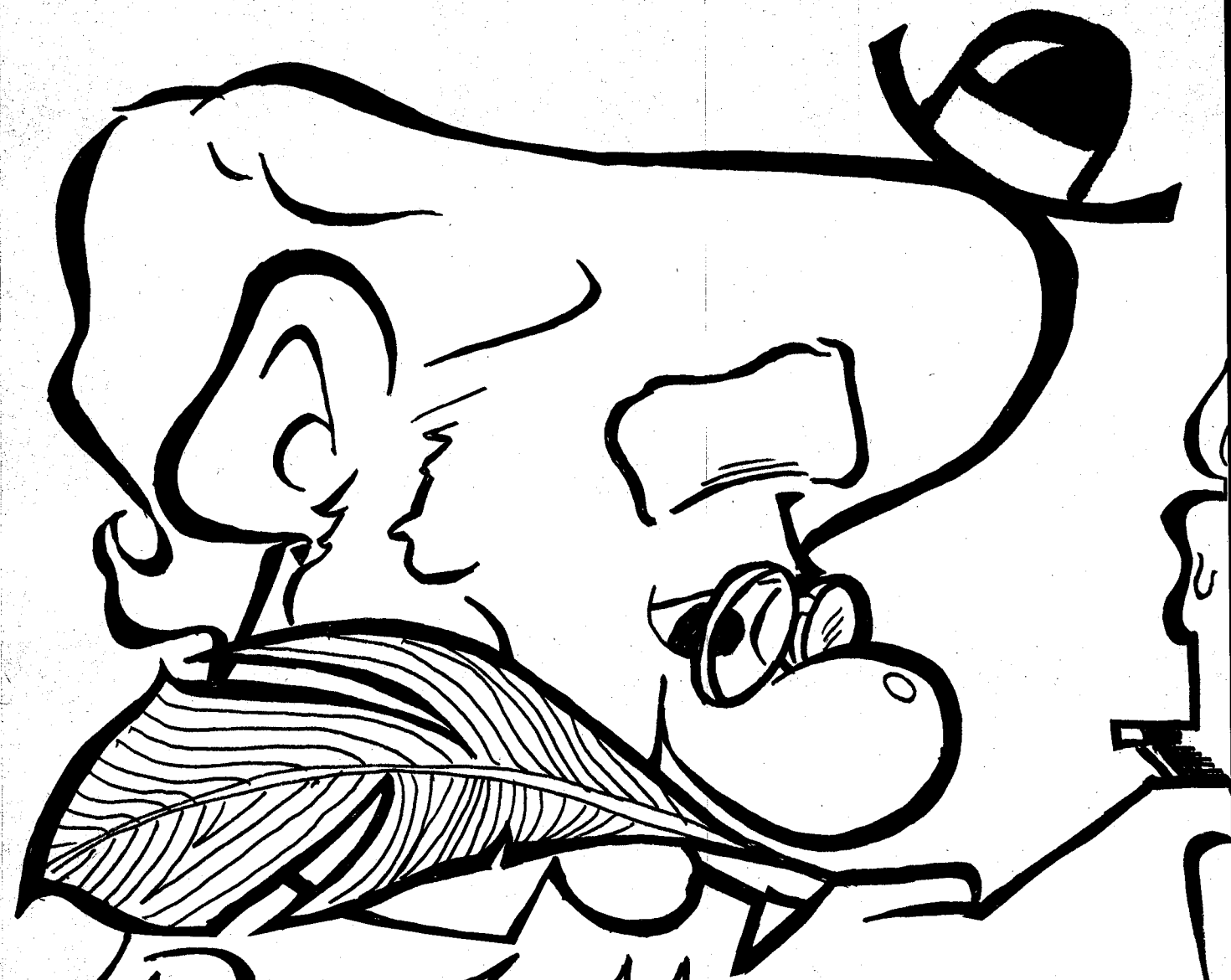
AMATEUR SOFTBALL ASSOCIATION

4515 North Santa Fe
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RECREATION MANAGEMENT serves you. Without our advertisers we cannot exist. Without you, our advertisers cannot exist. Help our advertisers help us to help you. Patronize them.



Readable Writing

Good writing is a very necessary chore. It's also extremely rare. Recreation administrators are specialists in their field, not necessarily in communications. Yet, no human activity is possible without communication. Little communication is possible in industry without writing. Administrators, who are aware of this, spend laborious time on their correspondence, fliers and written instructions. As do we. We recently spent a solid eight-hours over a simple 500-word article for a Chicago newspaper and still felt it to be unclear and dull.

As it is necessary so is good writing rare. Check your in-box and you'll know what we mean. What do you find in there that is written concisely, interestingly and clearly? What do you find in there that's pompous, over-

The Fog~Index Test

written, obscure? Now how many letters must you write each day? How much thought do you give to them? How do they sound to you?

There are many reasons why writing in general is bad almost universally. Primarily, the state of the English language right now encourages it. Take George Orwell's famous example from his essay on Politics and the English Language. First he shows a lively, punchy quote full of imagery from one of the world's great treatises, the Biblical Ecclesiastes, 9:11.

I returned, and saw under the sun, that the race is not to the swift, nor the battle to the strong, neither yet bread to the wise, nor yet riches to men of understanding, nor yet favor to men of skill; but time and chance happeneth to them all. (Authorized Version)

This is how Orwell, author of *1984* and *Animal Farm*, thinks this would be written in the Twentieth Century:

Objective consideration of contemporary phenomena compels the conclusion that success or failure in competitive activities exhibits no tendency to be commensurate with innate capacity, but that a considerable ele-

ment of the unpredictable must invariably be taken into account.

English is also one of the few languages written differently than it is spoken. Nobody speaks in complete grammatical sentences. The spoken language is much freer than the written. Many excellent speakers become stiff and wooden when they write. A Frenchman, say, practices writing every time he speaks. An American does not.

One reason for bad writing in industry was recently given in another magazine.

Despite managers' stated preference for brevity, clarity, and directness, vague or non-committal writing is often used as a defensive tactic to veil the purport, blur the point, delay the impact. (Mary C. Bromage, "Defensive Writing," *California Management Review*, Fall 1970.)

And yet, readable writing is not that tough! Rhetorical and grammatical excellence do not a writer make. Faulkner, for instance, never edits his books. He sits at a typewriter, so the story goes, bangs them out, gets up when he finishes and never looks at them again. Sometimes, his inconsistencies in style, his errors in grammar and syntax, reveal this quirk. This does not stop him from being a great American author.

How do you do it then? In *Lab-Oratory*, Jet Propulsion Laboratory's house organ, Ted Cook set forth some solid recommendations. With the permission of Editor Richard C. House, we reprint the entire item.

It is possible to pinpoint why some writing communicates better. Long words and sentences are harder to comprehend than short ones. A good writer, like a good lecturer, can make a difficult subject easier.

More than 15 years ago Dr. Rudolph Flesch was asked by the Associated Press to update its manner of writing. His analysis-recipe rates any piece of writing through

(Continued P. 22)



Craft Planning Guide

Below are some specific areas of craft activities and the needed supplies. Simply check off the letter and number of the area(s) of interest on the copy of this guide. You will then receive a list of the supplies available and how to get them. We are willing to answer your questions and provide you with the information you need. RM hopes this service will be helpful to you and would appreciate your comments.

1. Basketry

a. twill
b. twill
c. twill
d. twill
e. twill
f. twill
g. twill
h. twill
i. twill
j. twill

2. Candlemaking

a. beeswax
b. beeswax
c. beeswax
d. beeswax
e. beeswax
f. beeswax
g. beeswax
h. beeswax
i. beeswax
j. beeswax

3. Carving

- a. knives
- b. hammer & chisel
- c. shaping tools
- d. media (wood, soap, wax, ice, marble, cement)
- e. sand paper
- f. torch
- g. finishes

4. Ceramics

- a. clay
- b. pottery wheel
- c. balsa sticks
- d. canvas
- e. plastic throws
- f. kiln
- g. glazes
- h. shaping tools

5. Decoupage

- a. prints
- b. wood base (plaques, purse, key ring)
- c. varnish
- d. sandpaper
- e. base coat
- f. stain
- g. glue
- h. roller
- i. brushes
- j. final finish coat

6. Furniture Finishing

- a. sandpaper
- b. paint remover
- c. rubber gloves
- d. stain
- e. varnish
- f. steel wool
- g. antiquing kits
- h. brushes
- i. paint

7. Jewelry Enameling

- a. copper base piece
- b. kiln
- c. small tools
- d. punches
- e. enamel
- f. brush
- g. steel wool
- h. glue
- i. fire coat

8. Leathercraft

- a. leather base pieces
- b. needles
- c. punches
- d. tooling equipment
- e. linings
- f. fittings

9. Model Making

- a. balsa wood
- b. paints
- c. brushes
- d. glue
- e. gluing clamps
- f. dowel
- g. vice
- h. pattern
- i. canvas
- j. finish coat

10. Molded Plastics

- a. molds
- b. liquid plastics
- c. cooking crystals
- d. glitter
- e. paint

11. Sewing

- a. needles
- b. hooks & eyes
- c. thread
- d. yarn
- e. embroidery floss
- f. backing
- g. buttons
- h. zippers
- i. accessories
- j. embroidery hoop
- k. knitting needles
- l. material
- m. sewing machine
- n. knitting machine
- o. patterns
- p. crochet hooks
- q. lining
- r. measuring device
- s. body forms
- t. skirt

12. Weaving

- a. loom
- b. warp & weft
- c. shuttle
- d. needles
- e. braid
- f. tape
- g. skein

13. Woodworking

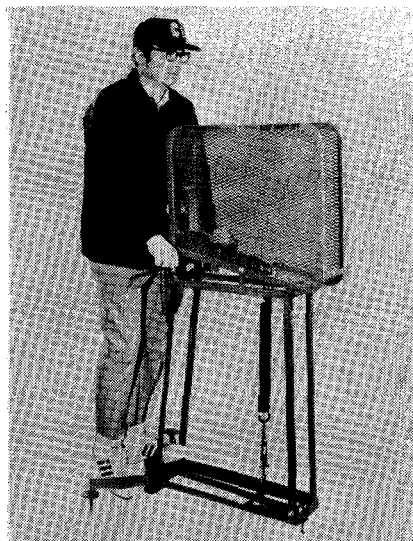
- a. wood
- b. glue



NEW PRODUCTS

No more guessing about your Golf Handicap. When 19th hole discussions need authority, use Handy-Capper, a slide rule-like device that easily and accurately figures your "official" U.S.G.A. handicap in seconds. For information write Holly Products, Box 53, Holliston, Mass. 01746.

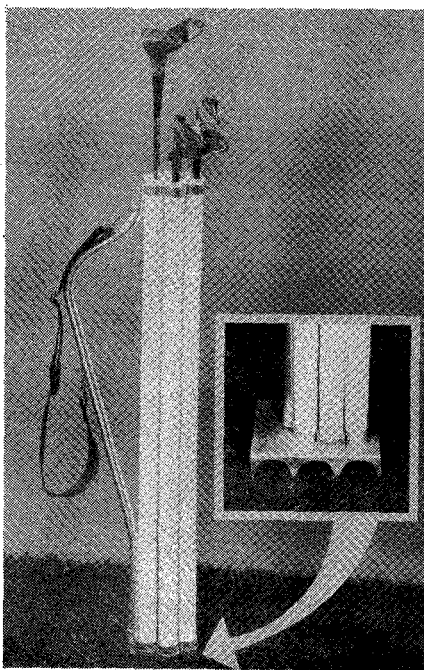
Lindy Products Company has developed a revolutionary new golf bag design called Tote-A-Club that is guaranteed to take 20 pounds off any golfer's game. Tote-A-Club is a 7-club bag utilizing polyethylene plastic tubes in an aluminum frame. The two-pound bag is tougher than any canvas bag made, say the manufacturers. Each comes complete with handle, shoulder strap and turf anchor. For information and illustrated brochure, write to: Lindy Products Company, 99 Engineers Drive, Hicksville, L.I., New York 11801.



The new Trius Baseball Pitching Machine throws regulation baseballs regulation distances. Hits "Strike Zone" consistently. The throwing arm is adjustable in seconds to throw flies up to 150 feet. The Trius Pitcher is completely self-contained and weighs only 55 pounds assembled. The manufacturer is Trius Products, Inc., Box 25, Cleves, Ohio 45002.

Need some new ideas for the kids at the company picnic? Try the Scoop, Bat and Ball Kit. The Kit consists of 12 scoops, three softball-size fun balls, two baseball-size balls, an open-end bat, a closed-end bat, a bat tee base and a complete book of instructions for 26 games. All items are polyethylene. For additional information write: Cosom Corp., 6030 Wayzata Blvd., Minneapolis, Minnesota 55416.

Sportsmen, want to save your world? "You and Your Lawmaker" is a handy guide for working with lawmakers on effective conservation legislation. This 24-page booklet is available for 10 cents from the National Shooting Sports Foundation, 1075 Post Road, Riverside, Conn. 06878.



When writing for information, tell them you read about it in RM.

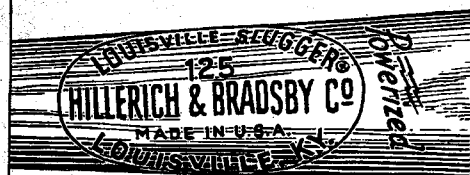
The big boom in bicycling brought out an excellent do-it-yourself booklet "The 1971 Bicycle Holiday Instruction Kit." Designed for recreation leaders, the kit contains step by step procedures, a typical Mayor's proclamation, a bike route marker and participation awards. This guide is available without charge by writing to Bob Cleckner, Field Director, Bicycle Institute of America, 3812 North Lowell Avenue, Chicago, Illinois 60641.

BOOK REVIEW

The Whole Earth Catalogue—Portola Institute, Inc., 1115 Merrill St., Menlo Park, California. \$3. The Catalogue's stated purpose is to give power to the individual "to conduct his own education, find his own inspiration, shape his own environment, and share his adventure with whomever is interested." An item is included if it is "useful as a tool . . . relevant to independent education . . . high quality or low cost . . . easily available by mail." If it sounds like a hippy publication, that is because we are used to identifying the hippy cant to any such sincere sentiments, even though the Catalogue's purpose is close to our own in recreation. Listings of items include reviews and lengthy excerpts or detailed photographs to give you a good idea of what is being spoken about.

Anybody thumbing through its 148 pages will find something of interest to him whether it be a guide to Arcology (Arcology?) or tools for building barrels. Recreation directors will find thousands of items pertaining to their programs. Want to build a concrete boat, a fieldhouse, a shortwave radio? Want creative ideas in sports, camping, theater, dance, safety, crafts? It's all in there. The *Whole Earth*.

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CLASSIFIED

After this issue classifieds will be run for want ads only. **RATES:** regular type—15¢ per word. Copy must be received by the 5th of month preceding issue in which ad is desired.

STUDENT DAY REGISTRATION INFORMATION, NIRA National Conference, June 10-14, Chicago, Ill. Speakers, exhibits, student seminar, \$3 per day for students. Contact Mr. Howie Scheidt, coordinator, Physical Education & Recreation, Moraine Valley Community College, 10900 S. 88th Ave., Palos Hills, Ill. 60465. Phone (312) 974-4300

Man with 17 years experience in Recreation and Parks desires position in industry. Superintendent, municipal recreation. Degree in recreation. Minimum salary: \$10,000.

RM Box 239

Man with BS in Recreation. Will have MS in Recreation and Parks with emphasis in Program Administration and Outdoor Recreation by September 1971. Currently graduate assistant in Recreation. Experience as student recreation instructor. Desires position in administration, program supervision, leadership or any combination of these in industrial recreation. Prefer midwest location but will relocate. Salary commensurate with experience. Married with 2 children. Box 240.

Man with BA in Health, Physical Education and Recreation, several credits toward doctorate. Experience as recreation director, Special Services Officer, head trainer for professional baseball and basketball teams, industrial recreation experience. Desires position as director of recreation. Married with two children. Salary and location are open.

Box 238.

Recent college grad, B.A. in Recreation Administration, seeking position in industrial field. Married, two children. Free to relocate. Salary open.

RM Box A.

WRITING

(Cont. from p. 19)

stages of readability from the very easy to the very difficult. Robert Gunning developed the Fog Index formula for analyzing writing to fix its readability.

The U.S. Department of Agriculture has now adopted the Fog Index to evaluate clarity before publication. Any article with an Index of more than 12 is referred back to the author.

To find the Fog Index, take a minimum 100-word piece (try one of your own), and make the following analysis:

Calculate the average number of words per sentence (say 19);

Calculate the percentage of polysyllabic words (three syllables or more). Omit capitalized words and verbs which become polysyllabic by the addition of "es" or "ed" (say 11 per cent);

Add a and b. Multiply by .4. This is the Fog Index. In the example, it would be $(19 + 11) \times .4 = 12$.

Any high school graduate (12 years of schooling) should understand this piece of writing without difficulty. Presumably, college graduates should read, and understand first time, a Fog Index of 16. Researchers find, however, that 12 represents the limit of the average intelligent audience. Fog Index of the *Readers' Digest* is 8, and the *Atlantic Monthly*, which is as erudite as they come, is 12. Some of Sir Winston Churchill's greatest speeches score 8.

By comparison, a recent company report had a fog Index of 27 for the first two paragraphs—and

The Industrial Recreation Directors Association of New York will hold a one-day workshop on April 20, at City Squire Motor Inn.

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it was not a technical report. One memo which crossed my desk recently scored 37, which is higher than most legal documents. The Gettysburg Address, even with a final sentence of 82 words, only scores 13.

Take a look at your writing. Do you use "appreciable" instead of some "discrepancy" where you could use "error"; "ameliorate" for "improve"; "proficiency" for "skill"; "explicit" for "plain"; "contemplation" for "study"; "objective" for "aim"; "remuneration" for "pay"; "utilization" for "use", or "terminate" for "end"?

I remember once explaining to a man the meaning of the word "indubitably". The inevitable happened. Two days later he issued a memo which stated, "Unless the cognizant commitment documents are delivered to my office before 1600 hours on Tuesday they will indubitably not be considered."!

In spite of the polysyllabic words which I have had to use to illustrate the problem, the Fog Index of this article is 11.5. It could be lower. Excluding the previous paragraph, it is 10.6

Excellent reading material on the subject includes Robert Gunning's pamphlet "How to Take the Fog out of Writing"; and "The Art of Plain Talk" or "The Art of Readable Writing" by Dr. Flesch.

Nevertheless (still) you can help (make a significant contribution to) cut costs and wasted reading time by checking your Fog Index. I could say that you should be cognizant of the indisputable realization that the level and context of discourse should be conspicuous, but instead I will say, "Use plain, simple English."

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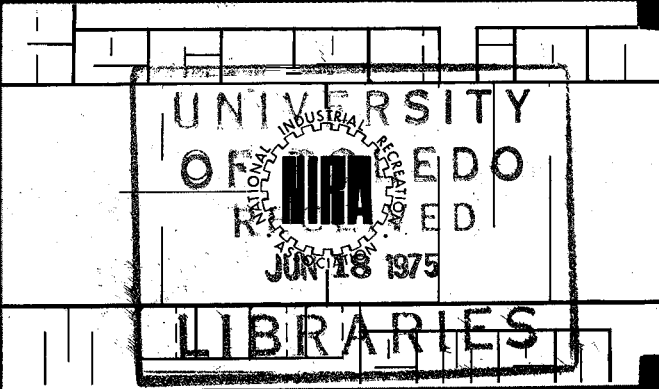
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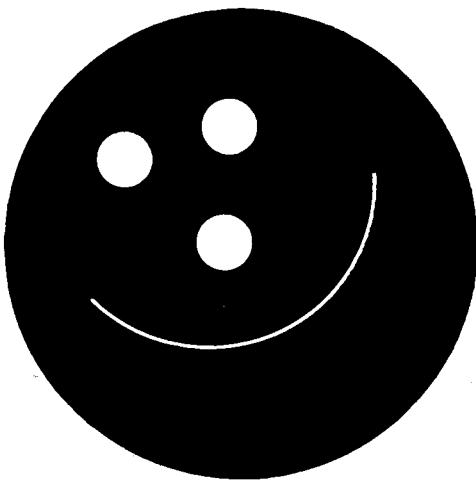
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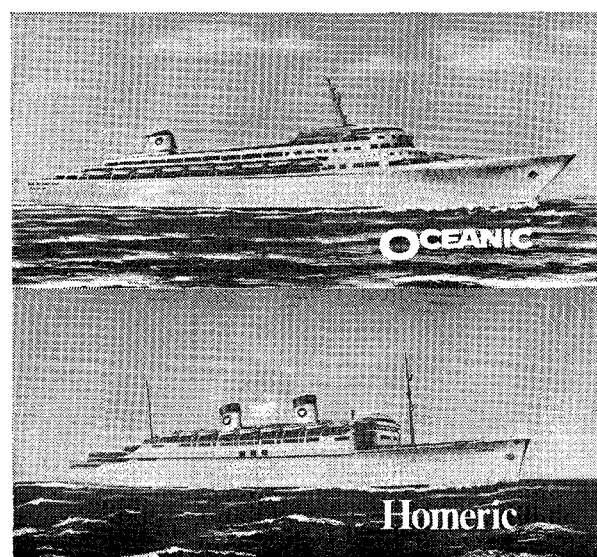
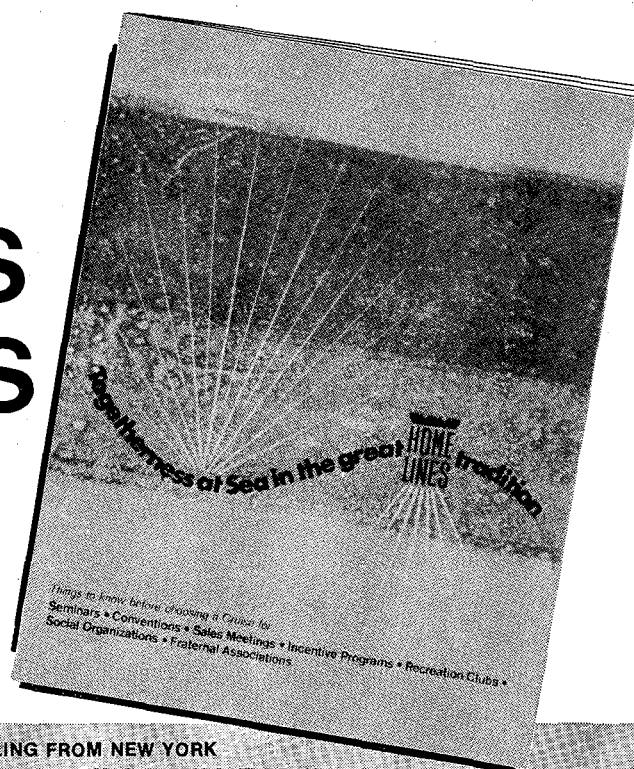
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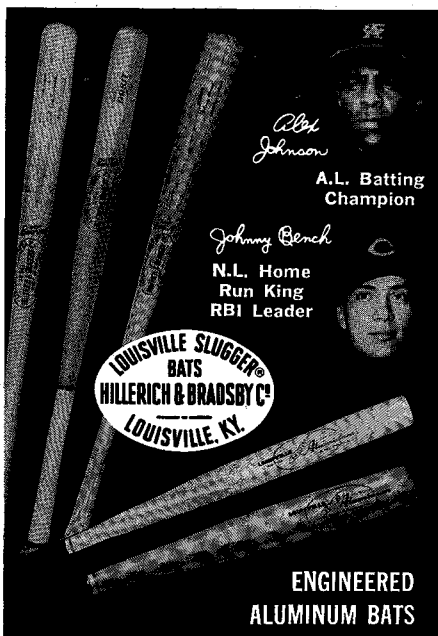
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BACK FENCE

From the Wall Street Journal: "Showcase teams sponsored by companies decline in number . . . High costs are a factor in the decline, but an effort to include more employees in athletic programs is a bigger reason."

According to the Labor Dept., we proletarians gained approximately 50 hours of annual leisure in the last 10 years. In a recent study, the Department discovered that we like to take our breaks in chunks rather than a little daily.

Some results of a research study on sporting events by Morton Research: Americans spend nearly \$40 billion yearly on recreation, excluding sporting goods purchases; \$10 billion on sporting goods and toys.

Bank of America last month began a unique program to help raise funds for the U.S. Olympic Committee through the sale of its Travelers Cheques. Making a cash

contribution of \$130,000, the bank also is committing a part of the earnings on the sale of the cash substitutes.

A recent Harris Poll shows what percentage of sport fans love what sports. Below is a roster of favorite sports as compared with last year.

Sport	1971	1970
Football	28%	30%
Baseball	25%	27%
Basketball	14%	11%
Auto Racing	8%	10%
Bowling	7%	6%
Boxing	3%	2%
Golf	3%	2%
Hockey	2%	2%
Horse Racing	2%	2%
Tennis	2%	2%
Other	6%	7%

Informed sources tell us that motor and pedal bike biz is booming. Recreational vehicles in general are growing in popularity.

Bureau of Outdoor Recreation, Dept. of the Interior, announces that last month it released 216 acres of land in Texas for recreational use and has approved an

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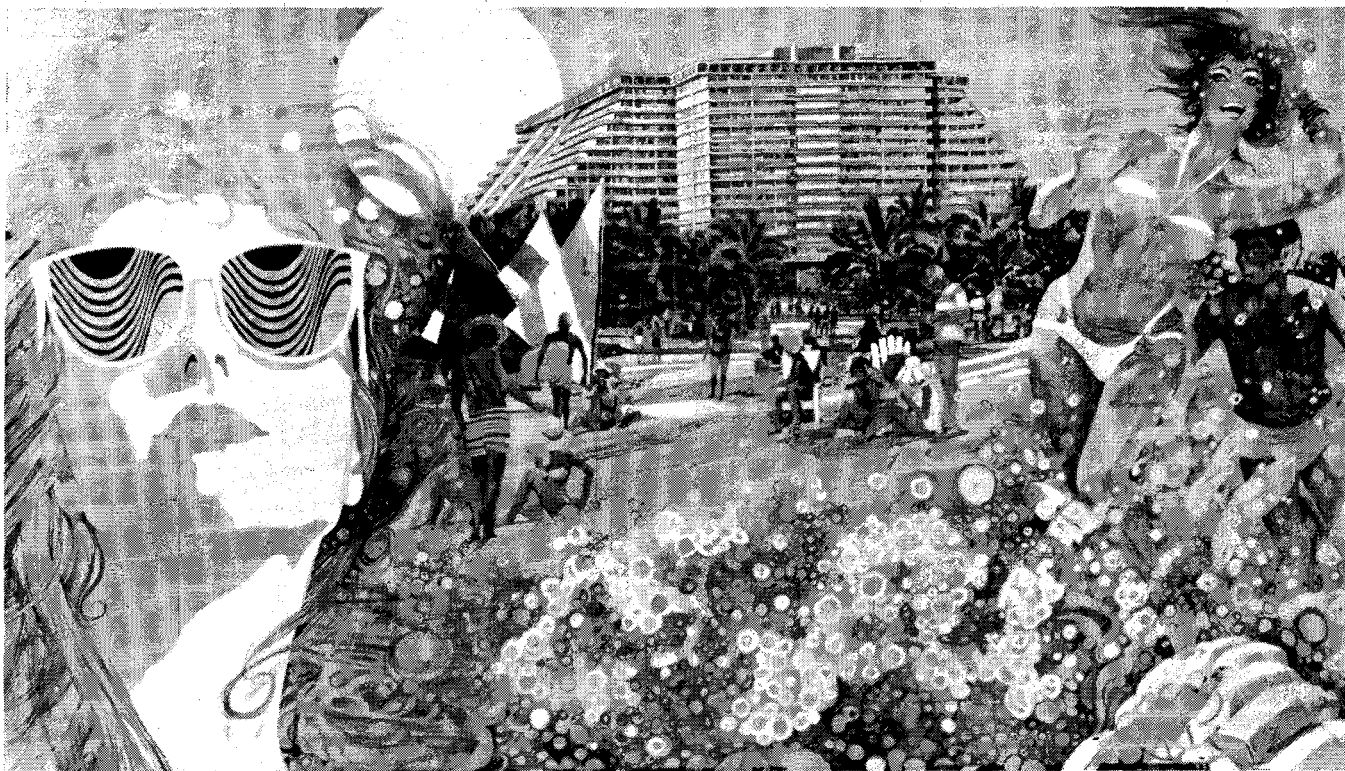
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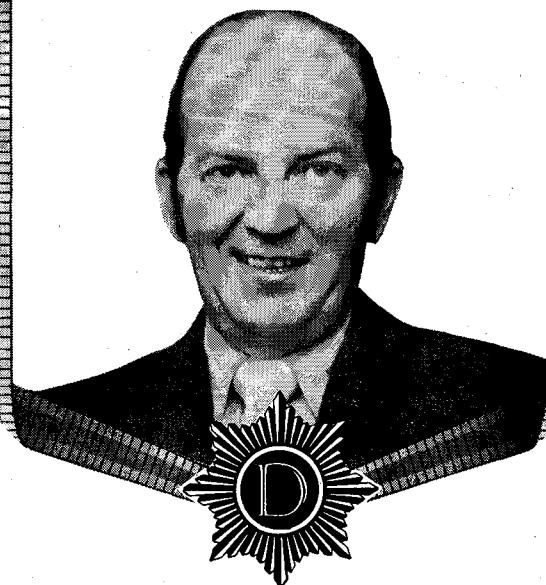
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The 11 Southern states — Virginia, The Carolinas, Georgia, Florida, Kentucky, Tennessee, Alabama, Mississippi, Louisiana and Arkansas—led the country as vacation destinations in 1970, asserts the Southern Travel Directors Council.

For Bike fans the journal of the Bicycle Institute of America has news of pending legislation. See if your state is involved: *California*. Two senators have introduced a couple of bills which would encourage a state bike trail system and preservation of existing ones. (Write Senator James Mills) *Colorado*. HB 1066, if passed, would require separated lanes along highways for cyclists use. *Iowa*. House file 139, would have two state agencies create a bikeways system. *Massachusetts*. Senate Bill 251 would provide installation of storm sewer covers harmless to bikes. *New York*. Bill A-194 would set up a state council on trails and bikeways. *Oregon*. House Bill 1700 would require footpaths and bike trails along highways, roads and streets. Organize your bike clubs to write state representatives urging passage.

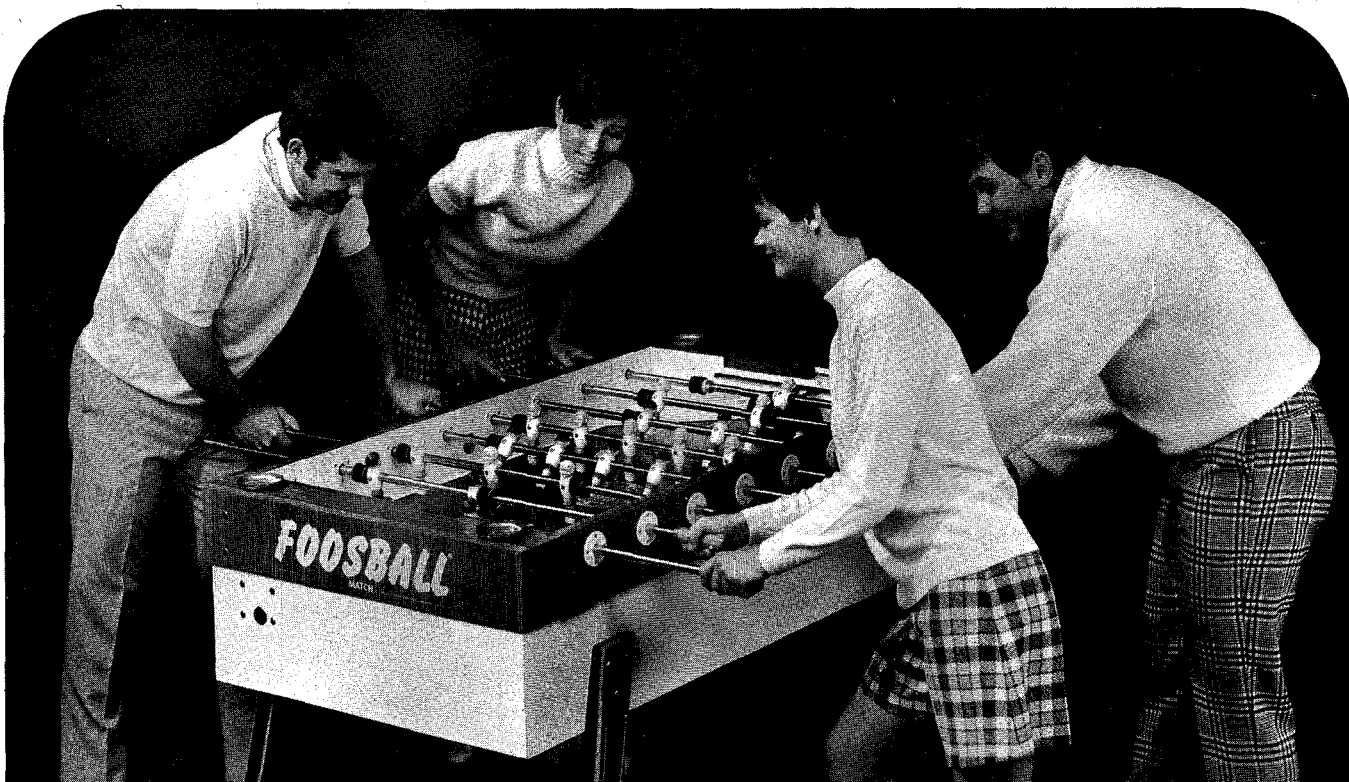
Hyatt Corporation is building major hotels in Frisco and Vancouver.

DATES

Depts. of Agriculture's and Interior's National Symposium on Trails, June 2-4, Washington, D.C. . . . Federation Internationale des Quilleurs' Seventh World Bowling Championships, Aug. 21-28, Milwaukee Arena . . . North American Wildlife and Natural Resources Conference, March 12-15, 1972, Mexico City.

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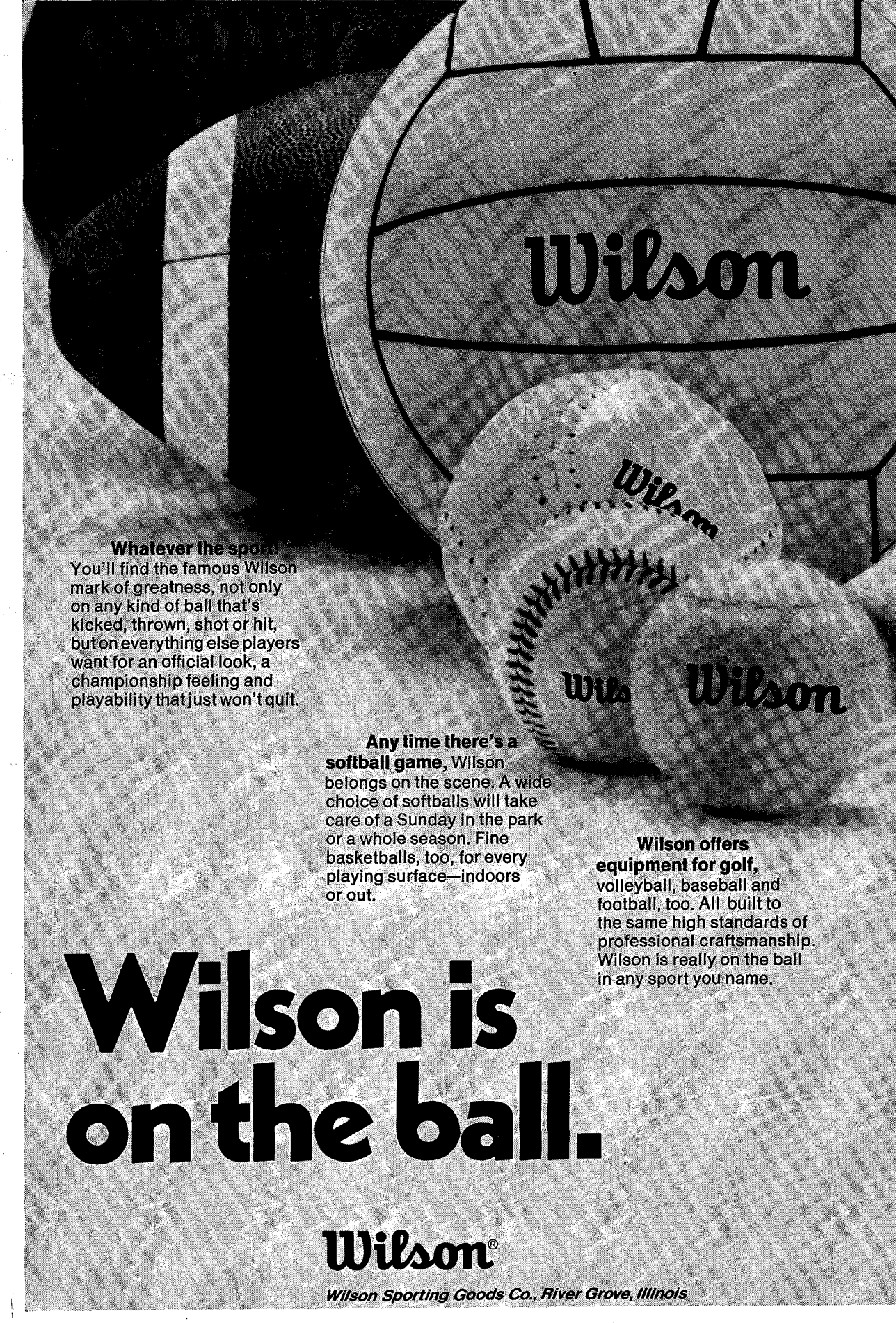
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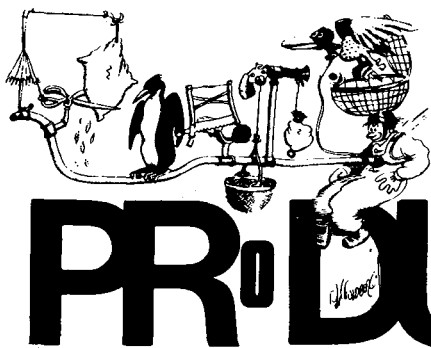
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"Batter Up," a practice device for junior leaguers, allows the tike to take good swats at a moving ball adjustable to his individual strike zone. The ball revolves around a metal spike that can be stuck in the ground. Costs approximately \$10. From Olis Corporation, 141 Dexter Drive, Monroeville, Pa., 15146.

Float and loaf on a *Floater-Loafer*, a 15-pound pool-side aluminum, plastic and polystyrene accessory priced at under \$35. It can't sink. Sort of an outdoor summer waterbed. Comes with a little table and an optional beach umbrella. From Formex Corporation, 503 Belvedere Rd., Elkhart, IN 46514.

Swim all-year 'round under a permanent indoor/outdoor pool enclosure. Push the button and the roof opens. The sides slide back. Standard units are glazed with vandal-proof, light diffusing fiberglass. Insulated sliding doors provide easy access, privacy, and keep out insects and debris. For free brochure write Sun/Fun Pool Enclosures, 817 W. Northwest Highway, Barrington, IL 60010.

Alumidock makes a complete line of carefree aluminum waterfront equipment including a unique docking system which is virtually maintenance free. This "portable pier" can be easily installed or removed by one man without entry into the water. Write the manufacturer, 41 South Washington St., Randolph, NY 14772.

LITERATURE

Game, Gunners and Biology — The Scientific Approach to Wildlife Management—John Madson, Ed Kozicky, 48 pages, booklet. Conservation Dept., Winchester-Western Div., Olin Corporation, East Alton, IL 62024. 50¢

Protecting Your Family from Accidental Poisoning—Arthur S. Freese, pamphlet. Public Affairs Committee, 381 Park Avenue South, New York, NY 10016. 25¢

Destinations — William M. Hartney,

editor, 144 pages, magazine. Began publishing last month. Quarterly, adult-travel slant. Special Audience Publications, 3345 Wilshire Blvd., Suite 506, Los Angeles, 90010.

FLICKS

The American Trail — 28 minutes, color, sound, 16 mm. The Nation's out-of-the-way trails by foot and bicycle. Modern Talking Picture Service, 1212 6th Ave., New York, 10036. Free rental.

The American Island — color, sound. The beautiful off-shore islands, 98 percent unspoiled, for recreational use. National Archives Center, Washington, D.C. 20409. Rental: \$12.50 for three days.

When writing for information, tell them you read about it in RM.

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George Geiger, President.
Ainsley K. Blair, General Manager.
Claire Hogan, Director of Sales.

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NIRA NEWS



Cover drawing by Ira Rasof photographed by Brent Jones. Sketched from Raphael's The School of Athens, fresco painted in the Vatican.

National Conference

CHICAGO — NIRA will present its 30th annual Conference and Exhibit called the *Academy of Industrial Recreation Programming and Management* one month from now at the Conrad Hilton Hotel, here.

If you are interested in the program on the following pages, you still have time to register by contacting Association Headquarters. For the benefit of conferees, we have printed the entire program in the magazine this issue along with a guide to city happenings and tips on getting the most from the Conference.



PLATO'S ACADEMY as pictured by Raphael in his fresco, The School of Athens. Plato and Aristotle are debating in the center. The Academy was the world's first university where men from throughout the known world came to teach and learn. The Academy of Industrial Recreation Management and Programming meets this year in Chicago with the same

The President Speaks

On behalf of the National Industrial Recreation Association, I invite all RM readers to attend this year's National Conference. And, on behalf of the industrial recreation profession, I urge you to participate. These annual conferences offer the only opportunity for us recreational professionals throughout the continent to unitedly plan the future of our vocation.

The Conference is more than its sessions and workshops, more than its exhibitors, awards and banquets. It is our opportunity to guide our sole national representative, NIRA, toward fulfilling our objectives; our opportunity to get help and to help to formulate, to learn, to teach, to share.

We in recreation cannot afford to ignore the kinetic and potential power we have to influence our profession at the National Conference next month. Let's do it!



Miss Martha Daniell

PROGRAM



THE WHITE HOUSE
WASHINGTON

May 5, 1971

My warmest greetings to the delegates at the 30th Anniversary Convention of the National Industrial Recreation Association.

It is highly encouraging to me that business and industry are providing increased leadership and support for employee physical fitness and recreation programs. These programs bolster employee health, morale and productivity, and are a sound investment in both human and financial terms for the future of our society.

My own experience in private and public life has taught me the value of regular physical activity, and I would hope that every worker will have the opportunity to participate in the kind of programs you promote.

My best wishes to you for every success at these meetings and in the year ahead.

Richard Nixon

STATE OF ILLINOIS
OFFICE OF THE GOVERNOR
SPRINGFIELD 62706

RICHARD B. OGDINE
GOVERNOR

April 6, 1971

Miss Martha Daniell
National President
National Industrial Recreation Association
20 North Wacker Drive
Chicago, Illinois 60606

Dear Miss Daniell:

I am delighted to welcome all of your members and visitors to the 30th Anniversary Convention on June 10-14, 1971. The state invites each and every member and visitor to enjoy the many areas of recreation that our state has to offer.

Health, recreation, fitness and leisure time are an ever increasing important facet of life for all Americans. Your association has made a number of worthwhile contributions in the thirty years of its existence. To these industries who have created such programs for their employees, I say "WELL DONE."

If the next thirty years of your Association's existence produce the wealth of knowledge, research and implementation of recreation and health services as you have provided in the past thirty years, I am sure that all Americans will salute you as pioneers in a field that is still in its infancy.

Once again my congratulations to all the members and friends of the National Industrial Recreation Association.

Sincerely,

Richard B. Ogilvie
Richard B. Ogilvie
Governor

OFFICE OF THE MAYOR
CITY OF CHICAGO

RICHARD J. DALEY
MAYOR

April 19, 1971

Miss Martha Daniell
National President
National Industrial Recreation Ass.
20 North Wacker Drive
Chicago, Illinois 60606

Dear Miss Daniell:

Thirty years of service in the cause of health and recreation is a long time and I want to congratulate the National Industrial Recreation Association for its program over these many years.

We, in Chicago are glad to have the 30th Anniversary Convention and offer to each and every visitor a personal welcome to our community, where we have always been concerned with and have provided some of the finest recreational programs anywhere in the world.

We are equally proud of the fact that the National Industrial Recreation Association's headquarters are located in our city.

I hope that in the immediate future additional industries will see the importance of the work that you are doing and join wholeheartedly in making our city and our nation the best example of health and recreation in the world.

Sincerely,

Richard J. Daley
Mayor

CONFERENCE COMMITTEE

President	Martha L. Daniell
Executive Director	Michael A. Fryer
Chairman	P. J. McCarthy
Program	Arthur L. Conrad
Entertainment	John Meyer
Exhibit	Michael Winfield
Souvenir & gifts	Lillian Lockenvitz
Registration	Millie Kanieski
Sergeant at arms	Howie Scheidt
Women's program	Virginia Conrad, Grace McCarthy
Finance	Edward Mitchell
Official Guide	Betty Lou Taylor (Lady Hilton)

PAST PRESIDENTS

- 1941-44 Dr. Floyd R. Eastwood,* Los Angeles State College
 1944-46 Edward B. DeGroote,* Servel, Inc.
 1946-47 James J. Walsh,* Chrysler Corporation
 1947-48 R. C. Skillman,* Champion Papers, Inc.
 1948-49 C. A. Benson, Eastman Kodak Company
 1949-51 W. H. Edmund, Goodyear Tire & Rubber Company
 1951-52 John R. Ernst*, National Cash Register Co.
 1952-53 William T. Prichard*, General Motors Corporation
 1953-54 A. H. Spinner, Armstrong Cork Company
 1954-55 Ralph M. Isacksen, Seeburg Corp.
 1955-56 Carl Klandrud, Allis-Chalmers Manufacturing Co.
 1956-57 Ben Kozman, Thompson Ramo Wooldridge, Inc.
 1957-58 Kenneth Klingler, Consolidated Vacuum Corp.
 1958-59 Thomas G. Croft, General Dynamics/Fort Worth
 1959-60 John H. Leslie, Minnesota Mining & Mfg. Co.
 1960-61 Oskar Frowein, Republic Aviation Corp.
 1961-62 Robert A. Turner, West Point Mfg. Co.
 1962-63 Edward T. Mitchell, U. S. Steel Corp.
 1963-64 Walter Dowswell, Motorola, Inc.
 1964-65 Frank Davis, Lockheed-California Co.
 1965-66 Charles Bloedorn, Goodyear Tire & Rubber Co.
 1966-67 Larry M. Deal, Sr., Inland Mfg. Co.
 1967-68 Patrick W. Feely Jr., The Falk Corp.
 1968-69 Kenneth L. Kellough,* North American Rockwell Corp.
 1969-70 A. Murray Dick, Dominion Foundries & Steel, Ltd.
 1970-71 Martha L. Daniell, Nationwide Insurance Co.
 *deceased

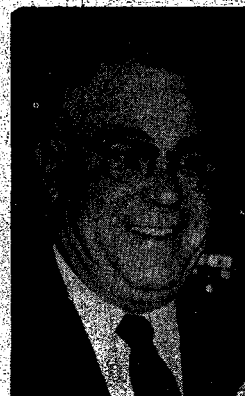
NIRA CONFERENCE HOST CITIES

1942 Cincinnati	1957 Chicago
1943 New York	1958 Fort Worth
1944 Chicago	1959 Philadelphia
1945 Detroit	1960 Detroit
1946 Chicago	1961 Chicago
1947 Chicago	1962 New York
1948 Akron	1963 Minneapolis
1949 Detroit	1964 Cleveland
1950 Milwaukee	1965 Milwaukee
1951 Chicago	1966 Cincinnati
1952 Rochester	1967 Los Angeles
1953 Cleveland	1968 Detroit
1954 Chicago	1969 St. Louis
1955 Dayton	1970 Denver
1956 New York	1971 Chicago

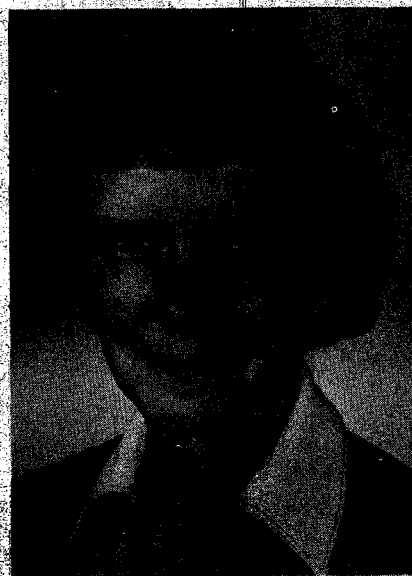
C. J. Moyer
NIRA President-elect



Michael A. Fryer
NIRA Executive Director



P. J. McCarthy
Conf. Chairman
Oaklawn Pk. Dist.



Martha L. Daniell
NIRA President

WEDNESDAY — JUNE 9

3:00 P.M. President's Suite

EXECUTIVE COMMITTEE MEETING

Martha L. Daniell presiding

THURSDAY — JUNE 10

9:00 A.M.—3:00 P.M. Parlor 412

BOARD OF DIRECTORS

MEETING & LUNCHEON

Martha L. Daniell presiding

11:00 A.M.—7:00 P.M. Conference HQ. Office
REGISTRATION & INFORMATION

3:00 P.M.

SPECIAL COMMITTEE MEETINGS

CIRA/CIRL—*Chairman*, C. James Moyer,

Eastman Kodak Co. President's Suite

Regional Management—*Chairman*, Gary McCormick, Salt River Project. Parlor 513

NIRREF—*Chairman*, Gordon Starr, University of Minnesota. Parlor 522

National Travel Council—*Chairman*, Mary Kennelly, A. T. & T. Co. Parlor 534

Recreation Management — *Chairman*, Patrick Feely, the Falk Corp., Parlor 521

Session Chairman: Tom Joyce, Detroit Diesel Allison Division, GMC; Parlor 523

4:00 P.M. Parlor 523

SPECIAL COMMITTEE MEETINGS

Elections and Nominations

Chairman, A. Murray Dick, Dominion Foundries & Steel Co.

Session Chairman: Tom Joyce

6:00 P.M. Waldorf Room

OFFICIAL OPENING ADDRESS, 30TH

ANNUAL NIRA

CONFERENCE & EXHIBIT

Welcome: President, NIRA, Martha L. Daniell, Nationwide Insurance Co.

Welcome: Conference Chairman, P. J. McCarthy, Oak Lawn Park District

"ADVENTURES IN SPACE"

Keynote Speaker: Astronaut James A. Lovell, Consultant to the President, representing President Richard M. Nixon

Speaker: Daniel McMaster, President, Chicago Museum of Science & Industry

Presentation: "Miss Industrial Recreation" for 1971-72, Mary Ann Alcorn, McDonnell-Douglas Corp.

Chairman: Eugene Miller, Michigan Bell Telephone Co.

Recorder: Phyllis Smith, Hughes Aircraft Co.

7:00 P.M.

DEPART BY BUS TO THE MUSEUM

Chairman: George Schmiedel, General Dynamics-Convair

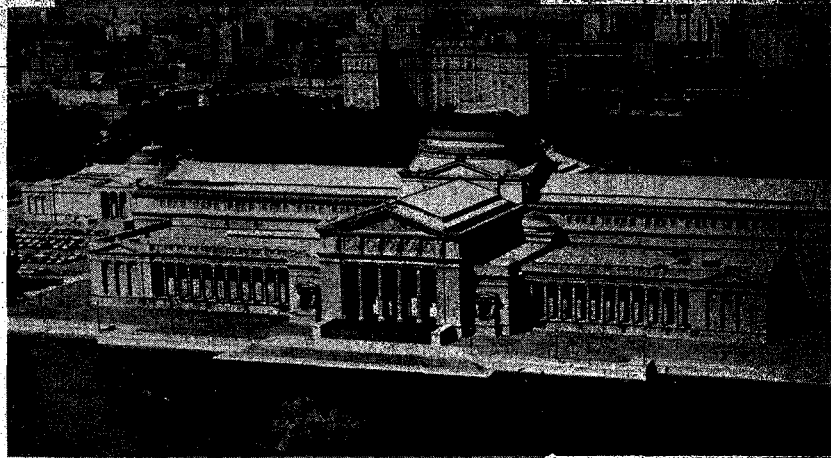
8:00-10:00 P.M.

EXCLUSIVE PRIVATE TOUR, WORLD FAMOUS CHICAGO MUSEUM OF SCIENCE & INDUSTRY

Chairman: Lillian Lockenvitz, State Farm Insurance Co.

9:30-10:30 P.M.

DEPARTURES—RETURN BUS RIDE



The Museum of Science and Industry is the site of an exclusive, private tour for NIRA conference attendees.



Captain James A. Lovell, USN
Astronaut



Mary Ann Alcorn
President, Council on
Physical Fitness and Sports



Mary Ann Alcorn
Miss Industrial Recreation



FRIDAY — JUNE 11

6:00 A.M. Exhibit Hall

EXHIBITORS START SETUP

Chairman: Michael Winfield, Bell & Howell, Inc.

8:00 A.M.-6:00 P.M. Conference HQ. Office

REGISTRATION & INFORMATION

8:30-10:15 A.M.

REGIONAL BREAKFASTS

Region I. PDR #1

Chairman: Fred Wilson, Scovill Mfg. Co.

Recorder: William DeCarlo, Xerox Corp.

Region II. PDR #2

Chairman: John Gentile, TRW Inc.

Recorder: Mel C. Byers, Owens-Illinois, Inc.

Region III. Astoria Room

Chairman: P. J. McCarthy, Oak Lawn Park Dist.

Recorder: Eugene Miller, Michigan Bell Telephone Co.

Region IV. PDR #8

Chairman: Roy McClure, Lockheed-Georgia Co.

Recorder: Miles Carter, McLean Trucking Co.

Region V. PDR #3

Chairman: Ed Bruno, 3M Company

Recorder: Lawrence Luedke, Wisconsin Gas Co.

Region VI. PDR #9

Chairman: Howard Bunch, First National Bank of Denver

Region VII. PDR #4

Chairman: Mike Varanese, Lockheed Aircraft Co.

Recorder: Jack Swank, Stromberg Datagraphix, Inc.

Region VIII. PDR #10

Chairman: George Grigor, Canadian Kodak Co., Ltd.

Recorder: Von Conterno, Pratt & Whitney Aircraft Co.

10:00-11:30 A.M. Bel Air Room

NEW MEMBER ORIENTATION

Speakers:

Martha L. Daniell, Nationwide Insurance Co., President NIRA

C. James Moyer, Eastman Kodak Co., President-Elect, NIRA

Michael A. Fryer, Executive Director, NIRA

Chairman: Robert Lee, Litton Systems, Inc.

Recorder: William Ferguson, Upjohn Co.

10:30-11:30 A.M. Williford Room

GENERAL SESSION

"INDUSTRIAL RECREATION — AN OVERVIEW BY AN INDUSTRIAL PSYCHOLOGIST"

Speaker: Dr. John H. Rappaport, Ph.D., Corporate Industrial Psychologist, Owens-Illinois, Inc.

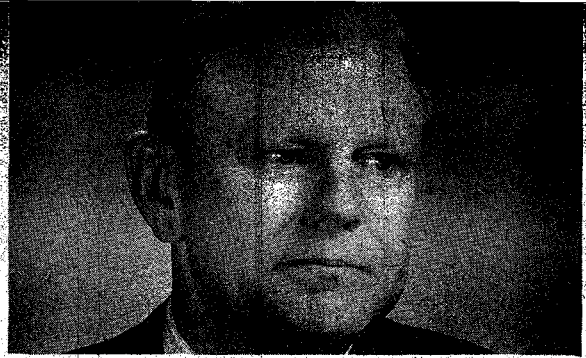
Chairman: Gary McCormick, Salt River Project

Recorder: Bill Mendell, Falk Corp.

12:00-1:45 P.M. Waldorf Room

Luncheon Host: Flick-Reedy Corp.

"MANAGEMENT SPEAKS AND ACTS TO PRESERVE THE HEALTH OF THE NATION — FLICK-REEDY'S COMMITMENT"



John H. Rappaport, Ph.D.
Corporate Industrial Psychologist
Owens-Illinois

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National Conference,
delegates

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Corp.)

**WELCOMES
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National Conference
Delegates

Speaker: Frank Flick, President Flick-Reedy Corp., Miller Fluid Power Corp., Schools, Inc., Health & Education Services Corp., Country Beautiful Corp.

Invocation: Rabbi Louis Binstock, Temple Shalom, Chicago

Chairman: Arthur L. Conrad, Flick-Reedy Corp.

Recorder: Russ Sorensen, Motor Casting Co.

2:00-2:45 P.M. Beverly Room

GENERAL SESSION

"LIABILITY, THE LAW AND YOU"

Speaker: Joseph C. Twomey, Esq., representing the American Bar Association and Corporate Attorney, Lockheed Missile and Space Co.

Chairman: Richard Wilsman, S. C. Johnson & Son, Inc.

Recorder: Jack C. Jarvis, Kohler Co.

3:00-3:45 P.M.

CONCURRENT SESSIONS

Selection Management—1. Beverly Room

"MUST YOU PAY TAXES?"

New IRS Legislation (Taxation and Incorporation)

Speaker: George D. Webster, Marmet & Webster Law Firm, Washington, D.C., former tax attorney, U.S. Dept. of Justice

Chairman: Robert Bauer, Armco Steel Corp.

Recorder: Joseph Lannon, The Manufacturers Life Ins. Co.

Selection Programming—1. Bel Air Room

"SPECIALIZED PROGRAMMING FOR RETIREES — DOES INDUSTRY HAVE THE ANSWERS"

Panel:

Ben Kozman, retired Director of Activities, TRW, Inc.

Eugene H. Molenaar, American Association of Retired Persons

Mike Brecka, White Farm Equipment Co.

Charles Cunningham, U.S. Department of Agriculture

Chairman: Mary Kennelly, A. T. & T.

Recorder: Harry Poling, State Farm Insurance Co.

4:00-4:45 P.M.

CONCURRENT SESSIONS

Selection Management—2. Beverly Room

"FINANCIAL MANAGEMENT OF RECREATION: WHAT THE EXPERTS SAY ABOUT YOUR METHOD"

Speaker: Donald R. Smith, Partner, Price Waterhouse & Co.

Chairman: Fred Wilson, Scovill Mfg. Co.

Recorder: Don Drumm, Argonne National Laboratory

Selection Programming—2. Bel Air Room

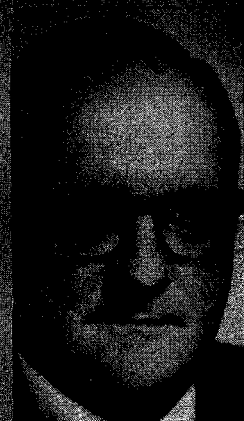
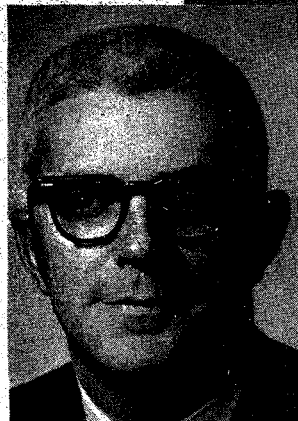
"THE TRAVEL EXPLOSION TODAY"

Speakers: NIRA Travel Council Members representatives of American Express Co., Continental Airlines, Sonesta Hotels, World Airways, Inc.

Co-Chairmen: John Gentile, TRW, Inc., and Pat Green, Hilton Hotels Corp.

Recorder: Bob Adams, Henning Mfg. Co.

Joseph C. Twomey
Corporate Legal
Lockheed



George D. Webster
Marmet & Webster
Law Firm, U.S. Dept. of Justice

Donald R. Smith
Price Waterhouse



Patrick Green
Hilton Hotel Corp.
NIRA Travel Council



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5:00-9:00 P.M. Exhibit Hall

GRAND OPENING OF EXHIBITS

Reception and hors d'oeuvres served

Host: 1971 Conference Exhibitors

Co-Chairmen: Howard Bunch, First National Bank of Denver and David Shanker, Vice President, Saunders Mfg. Co., Exhibitors' Representative

"Miss Industrial Recreation," Mary Ann Alcorn

Recorder: Andy Thon, Milwaukee Industrial Recreation Council

frequent merchandise drawings

SATURDAY — JUNE 12

8:00 A.M.-6:00 P.M. Conference HQ. Office
REGISTRATION AND INFORMATION

7:50-8:54 A.M. Beverly Room

CIRA/CIRL Breakfast

"PROFESSIONALISM IN SERVICE"

Speaker: Dr. Ewen L. Bryden, (CIRA), Professor of Recreation, Eastern Illinois University, Former Recreation Coordinator, North American Rockwell Corp.

Chairman: C. James Moyer, Eastman Kodak Co.

Recorder: Dan Archibald, McDonnell-Douglas Corp.

9:00-10:00 A.M.

CONCURRENT SESSIONS — Cultural Workshops

Selection "CHORAL." Exhibit Hall Stage

"SING ALONG WITH JOHN"

An Industrial Music Workshop

Speaker: John Meyer, Director of Recreation, Motorola, Inc.

Chairman: Mike Varanese, Lockheed Aircraft Co.

Recorder: Fred Buchenroth, Dayton Power and Light Co.

Selection "THEATRE." Waldorf Room

"THEATRE — A CULTURAL ENRICHMENT FOR YOUR PROGRAM"

Speaker: Yuri Rasovsky, Director, Phynance Theatre, Chicago

Chairman: Bill DeCarlo, Xerox Corp.

Recorder: Dan Zieverink, General Electric Co.

10:00-11:00 A.M. Exhibit Hall

EXHIBITS OPEN

frequent merchandise drawings

Chairman: Ellis Rhodes, Solar

11:00-11:30 A.M.

CONCURRENT SESSIONS

Selection Management—3. Beverly Room

"THE TOOLS OF THE RECRUITER"

Speaker: Robert E. Conboy, Manager of Manpower Resources, Xerox Corp.

Chairman: Howard Honaker, Faultless Rubber Co.

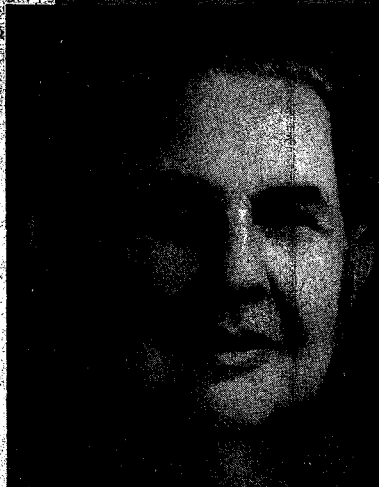
Recorder: Charles Wilt, Cummins Engine Co.

Selection Programming—3. Exhibit Hall Stage

"SPECIALIZED PROGRAMMING FOR THE NOON HOUR"

Chairman: Edward M. Bruno, 3M Co.

Recorder: Clarence Boyle, Cincinnati Gas & Electric Co.



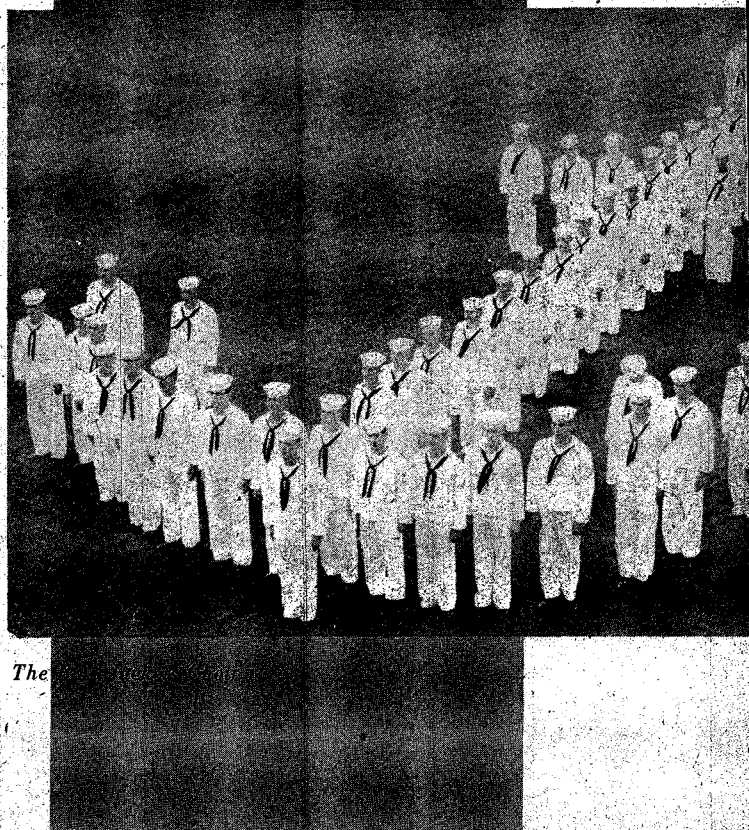
representative



Dr. Ewen L. Bryden
Professor of Recreation
Eastern Illinois University



Yuri Rasovsky
Theater of Phynance



The

12:00-2:00 P.M. Waldorf Room

MILITARY LUNCHEON

Luncheon Hosts: NIRA, Navy League, USO, the Military Order of World Wars

"THE NEW NAVY: THE Z CONCEPT"

Speaker: Rear Admiral Draper L. Kauffman, USN, Commandant, Ninth Naval District, U.S.A.

Entertainment by the Navy "Bluejackets Choir," E. D. Sandager, Director

Invocation: Reverend Donald Kelly, Pastor, Our Lady of the Angels Church, Chicago

Chairman: John Tutko, Secretary of the Air Staff, USAF

Recorder: William Sipe, Eli Lilly & Co.

2:00-2:45 P.M.

CONCURRENT SESSIONS

Selection Management—4. Exhibit Hall Stage

"MAKING THE MOST OF YOUR EQUIPMENT"

Care and maintenance of equipment

Panel: Frank McMenamin, Hillerich & Bradshy Co.; Doug Gibson, Marcy Gymnasium Equipment Co.; Don Howig, Miracle Equipment Co.; Marvin L. Dahl, Ram Golf Corp.; Lee Gibson, MacGregor Co.

Chairman: Miles Carter, McLean Trucking Co.

Recorder: Judi Byron, Sea World, Inc.

Selection Programming—4. Bel Air Room

"ART CRAFT FOR INDUSTRY"

Speaker: Bill M. Opie, General Manager and Staff, The O-P Craft Co.

Chairman: Howard Golden, Metropolitan Life Insurance Co.

Recorder: Hank Mitchell, Motorola, Inc.

Special Selection. Beverly Room

"QUESTION LINE — NIRA'S TALK SHOW"

Rap with the recreation students

Speaker: Dr. Robert E. Turner, President, Moraine Valley Community College, Palos Hills, Illinois

Chairman: Howie Scheidt, Moraine Valley Community College

Recorder: W. J. Henderson, Sandia Laboratory

3:00-4:00 P.M. Exhibit Hall Stage

GENERAL SESSION

"SERVICING YOUR EMPLOYEES"

thru group discounts, equipment loans, resale activities and the company store concept

Speaker: Michael Winfield, Director of Recreation, Bell & Howell Co.

Chairman: Edward Meith, Eli Lilly & Co.

Recorder: Ray Gillaugh, National Cash Register Co.

4:30 P.M. Exhibit Hall

RECEPTION AND HORS D'OEUVRES SERVED

Host: Hilton Hotels Corporation, Patrick Green, Director, Tour and Travel, Hilton Hotels Corp.

4:30-7:30 P.M. Exhibit Hall

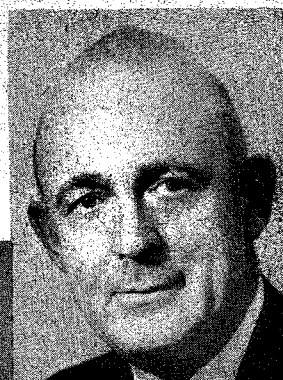
EXHIBITS OPEN

frequent merchandise drawings

Chairman: Noel Rentz, Kaiser Steel Corp.



Rear Admiral Draper L. Kauffman, USN
Commandant, Ninth Naval District &
Commander, Great Lakes Naval Base




Michael Winfield
Bell & Howell



John Meyer
Motorola, Inc.




World Airways
world's largest charter airline
welcomes
NIRA
National Conference
delegates

VISIT
THE DIPLOMAT
BOOTH AND SAY
"HELLO" TO
BOB HENDERSON
AT THE NIRA
CHICAGO CONVENTION

EVENING SUGGESTIONS

7:00 P.M.

MOTOROLA CHORAL CONCERT

Transportation and Admission courtesy Motorola, Inc.

Chairman: Charles Placek, Motorola, Inc.

8:00 P.M. PDR #1

"INFORMATION PLEASE" SEMINAR

Panel:

Pat Luedke, Wisconsin Gas & Electric Co.

George Grigor, Canadian Kodak Co.

Dan Ziverink, General Electric Co.

Phyllis Smith, Hughes Aircraft Co.

Michael Fryer, NIRA Headquarters

Chairman: Mel C. Byers, Owens-Illinois, Inc.

Recorder: Kathy Schultz, Alberto-Culver Co.

SUNDAY — JUNE 13

9:00 A.M.-6:00 P.M. Conference HQ. Office

REGISTRATION & INFORMATION

9:00-11:00 A.M. Exhibit Hall

GRAND FINALE JAMBOREE

FOR EXHIBITS

Continental Breakfast

frequent merchandise drawings

Chairman: Ken Leonard, Lockheed Missile & Space Co.

Recorder: Joseph Schranck, E. I. duPont de Nemours & Co., Inc.

11:00-11:30 A.M. Exhibit Hall Stage

GENERAL SESSION

"INDUSTRIAL RECREATION

PROJECTIONS FOR THE FUTURE"

Panel: NIRA's honored speakers, the Past Presidents:

Pat Feely, The Falk Corporation

Charles Bloedorn, Goodyear Tire & Rubber Co.

Larry Deal, Inland Division, GMC

Robert Turner, West-Point Pepperell Co.

A. Murray Dick, Dominion Foundries and Steel Co., Ltd.

Chairman: John Leslie, 3M Co.

Recorder: Robert Wamsley, Eli Lilly & Co.

Noon

CLOSE EXHIBITS

1:30-2:15 P.M. Williford Room "C"

GENERAL SESSION: "SPORTS AND PHYSICAL FITNESS IN INDUSTRY"

"FITNESS FOR THE AGED"

Speaker: Dr. Herbert A. deVries, Director, Physiology of Exercise Research Laboratories, University of Southern California

"THE UNTAPPED RESOURCES OF OUTDOOR RECREATION"

Speaker: James R. Winthers, President's Council on Physical Fitness & Sports

Chairman: Jack Swank, Stromberg Datagraphix

Recorder: Joe Scalzo, Sun Oil Co.

2:30-5:00 P.M. Waldorf and Astoria Rooms

ANNUAL BUSINESS MEETING

Martha L. Daniell, President, NIRA, presiding

John Gentile, TRW, Inc., Parliamentarian



Dr. Herbert A. deVries
Director, Physiology of Exercise
Research Laboratories
University of Southern California

Converse Rubber Co.

WELCOMES

NIRA

Delegates

WELCOME

NIRA DELEGATES!

Princess Hotels

International

Homelines

WELCOMES

NIRA

Conferees

HELMS AND NIRA AWARDS

ELECTION OF OFFICERS

A. Murray Dick, Dominion Foundries, Past President, NIRA, presiding

Session Chairman: Ken Wattenberger, Lockheed Aircraft Co.

Recorder: Al Hornish, S. C. Johnson & Son, Inc.

6:30 P.M. Williford Room

HOSPITALITY PARTY

7:00 P.M.-Midnight. Williford Room

"GOOMBAY BRAATA"

Dinner Host: Air Jamaica (1968) Limited honors the incoming President, Mr. C. James Moyer, Eastman Kodak Co., and outgoing President, Miss Martha L. Daniell, Nationwide Insurance Co., with a dinner dance in the finest Jamaican style, Calypso entertainment and Island Fashion Show

Toastmaster: Ralph Howland, Past President, Toastmasters International

Welcome: F. C. Eyre, President, Air Jamaica (1968) Ltd.

Address to New President: an Eastman-Kodak Vice President

Invocation: Rev. Robert F. Burns, Jr., Administrator, Church Federation of Greater Chicago

Chairman: A. Murray Dick, Dominion Foundries & Steel, Ltd.

Recorder: Gloria Boyles, Union Carbide Co.

MONDAY — JUNE 14

"PRACTICE WHAT YOU PREACH—IN STYLE"

Post Conference day at the Playboy Hotel and Resort, Lake Geneva, Wisconsin

Host: Playboy Clubs International, Messrs. Arnold Morton, Robert Whalen, Donald Miller

9:00 A.M. Beverly Room

1971-72 BOARD OF DIRECTORS MEETING

C. James Moyer presiding

9:30 A.M. Conrad Hilton

BUS #1 DEPARTS

Check out of Hilton—Transportation to Playboy Hotel, Lake Geneva, Wisconsin

10:45 A.M. Conrad Hilton

BUS #2 DEPARTS

18 different activities—golf, electric cart, clubs, fees, instructions; fishing; swimming; sailing; horseshoes; badminton, etc. Reception in the Ski Chalet.

Continuous transportation to O'Hare Airport and downtown Chicago. Special room rate to NIRA for those desiring to stay at Lake Geneva (\$7.50 per person, double occupancy)



The Lake Geneva Playboy
Post-Conference Day activities



Robert F. Burns, Jr., Administrator, Church Federation of Greater Chicago



Official guide for the
wives' activities

WIVES' ACTIVITIES

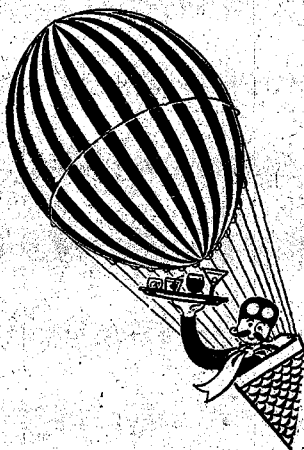
THURSDAY — JUNE 10

6:00 P.M. Waldorf Room

OFFICIAL OPENING ADDRESS, 30th ANNUAL NIRA CONFERENCE & EXHIBIT

*8:00-10:00 P.M.

EXCLUSIVE PRIVATE TOUR, WORLD FAMOUS CHICAGO MUSEUM OF SCIENCE & INDUSTRY



FRIDAY — JUNE 11

9:00 A.M. Boulevard Room
"KOFFEE KLATSCH"

to get acquainted

9:30 A.M. Boulevard Room

FASHION SHOW

"WIGS, WARDROBES & WITCHCRAFT"

Three part program presented by Edie Gibbs and Sandra Salat of Patricia Stevens Modeling School

NOON-1:45 P.M.

LUNCHEON. Waldorf Room

2:00-3:00 P.M. Boulevard Room

COOKING SHOW

Charlotte Erickson, author of

"THE FREEZER COOKBOOK"

Tips on gourmet cooking, methods of freezing, preparing fancy foods economically and easily for more leisure time

5:00-9:00 P.M. Exhibit Hall

GRAND OPENING OF EXHIBITS—Reception and Hors d'oeuvres—merchandise drawings

Host: Exhibitors

SATURDAY — JUNE 12

8:45 A.M. Boulevard Room

"KOFFEE KLATSCH"

9:15 A.M.

SHOPPING TOUR

Depart Hilton for shopping tour of lavish Michigan Avenue shops—SAKS Fifth Avenue, Tiffany's, Bramson's, Bonwit-Teller, Stanley Korshak, I. Magnin's and many more

11:30 A.M.

OBSERVATION TOWER of John Hancock Building, world's tallest office-residence bldg.

NOON

LUNCH

at renowned "Flying Frenchman" restaurant
Entertainment by internationally famous chef, Jean Paul, previously of *Maxim's de Paris* and *Chez Paul*

1:30 P.M.

SHOPPING TOUR

Bus to Marshall Field & Co., Carson's and other Loop stores, Shopping.

4:30-7:30 P.M. Exhibit Hall

EXHIBITS OPEN

frequent merchandise drawings, reception and hors d'oeuvres served

EVENING SUGGESTIONS

7:00 P.M.

CHORAL CONCERT

Depart for Motorola Choral Concert

Transportation and admission courtesy Motorola

8:00 P.M. P.D.R. #1

"INFORMATION PLEASE" Seminar

Discussion of NIRA services and future direction

Speakers: selected members of the NIRA Board of Directors

8:00 P.M.

ON THE TOWN

Chicago's abundance of fine cuisine and entertainment

SUNDAY — JUNE 13

9:00-11:00 A.M.

GRAND FINALE JAMBOREE IN EXHIBIT HALL

Continental Breakfast

Merchandise Drawings

11:15 A.M.

Depart for CHICAGO CONSERVATORY

FLOWER GARDENS and OLD TOWN

Arrive for Dutch Treat Lunch, tour exquisite Bohemian shops in Old Town, Chicago's "Greenwich Village"

4:00 P.M.

BUS BACK TO HILTON

6:30 P.M. Williford Room

HOSPITALITY PARTY

7:00 P.M. Williford Room

DINNER

"GOOMBAY BRAATA"

MONDAY — JUNE 14

Post Conference Day at Playboy Hotel and Resort, Lake Geneva, Wisconsin

1971 CONFERENCE EXHIBITORS

Air Jamaica (1968) Ltd.
545 Fifth Ave.
New York, New York 10017
John Baumann

19 & 20

Alumidock Division
41 South Washington St.
Randolph, New York 14772
Albert E. Arrott, Jr.

#27

Amateur Softball Association
4515 North Santa Fe
Oklahoma City, Oklahoma.
Don E. Porter

#43

American Bowling Congress
1572 East Capitol Dr.
Milwaukee, Wisconsin 53211
John Hilbert

#64

American Express Co.
20 South Michigan Ave.
Chicago, Illinois 60603
James F. Miller

#30

Audio-Brandon Films
34 MacQuesten Parkway, South
Mt. Vernon, New York 10550
Joel G. Jacobson

#26

Beach Club Hotel and Cabana
3100 North Ocean Blvd.
Ft. Lauderdale, Florida
Jack Lindeman

#24

Capitol International Airways
Smyrna Airport
Smyrna, Tennessee 37167
Clifford Dancer

#44

Continental Airlines
International Airport
Los Angeles, California 90009
Lawrence J. Reid

#72

St. Petersburg Area Chamber of Commerce
P.O. Box 1371
St. Petersburg, Florida 33731
James O'Hare

#41

Creative Awards
Edwin W. Lane Company
32 West Randolph
Chicago, Illinois 60601
Don Thompson

#25

Miracle Equipment Company
P.O. Box 275
Grinnell, Iowa
Don H. Howig

#45

J. deBeer & Son, Inc.
5 Burdick Dr.
Albany, New York 12211
J. deBeer

#82

Delta Billiards Mfg. Company
835 East 31st St.
Los Angeles, California 90011
W. Deunte

#54

Disneyland
1313 Harbor Blvd.
Anaheim, California 92803
Greg Bean

#28

Division Sales
1405 Merchandise Mart
Chicago, Illinois 60654
David Marka

#23

Eastern Air Lines, Inc.
Miami International Airport
Miami, Florida 33148
Richard Griffin

#49

ETSIA Clubs
576 Fifth Ave.
New York, New York 10036
Kirk Aguer

#35

Health & Ed. Services, Corp.
7 N 015 York Rd.
Bensenville, Illinois 60106
R. Westlake

#38 & 39

Hillerich & Bradshy Co.
P.O. Box 506
Louisville, Kentucky 40201
Frank McMenamen

#11

Holiday Inns, Inc.
3796 Lamar Ave.
Memphis, Tennessee 38118
Bernard F. Pollack

#42

Hyatt House Hotels
1338 Bayshore Hwy.
Burlingame, California
J. J. Mulligan

#32 & 33

Information Canada-Expo
440 Coventry Rd.
Ottawa, Ontario, Canada
R. Stevens

#53

King Louie Bowling Apparel
311 West 72nd St.
Kansas City, Missouri 64114
Jack H. Glenn

#10

Marriott Hotels, Inc. &
Marriott World Travel
1911 Fort Meyer Drive
Arlington, Virginia
William G. Landers

#17 & 18

Lannom Mfg. Company, Inc.
West Lincoln St.
Tullahoma, Tennessee 37388
John L. Parish

#29

MacGregor Company
I-75 at Jamison
Cincinnati, Ohio 45215
Robert Holtberg

#12

Marcy Gym Equipment Co.
1736 Standard Ave.
Glendale, California 91201
Kurt C. Wolfe

#51

National Rifle Association
1600 Rhode Island Ave. NW
Washington, D.C. 20036
Steve Hines

#47

New York Convention & Visitor Bureau
90 East 42nd St.
New York, New York 10017
E. Roddick-Roberts

#1

Northwestern Golf Company
4701 N. Ravenswood Ave.
Chicago, Illinois 60640
Sam Parks

#40

Playboy Clubs International
919 North Michigan Ave.
Chicago, Illinois 60611
Robert Whalen

#37

The Process Corporation
3450 South 54th Ave.
Chicago, Illinois 60650
S. Spears

#34

RAM Golf Corporation
2020 Indian Boundary Dr.
Melrose Park, Illinois 60106
M. L. Dahl

#50 & 62

Russian Adventure Tours, Inc.
20 East 46th St.
New York, New York 10017
E. Wallace Lawrence

#81

Saunders Mfg. & Novelty Co.
1640 Superior Ave.
Cleveland, Ohio 44114
David Shanker

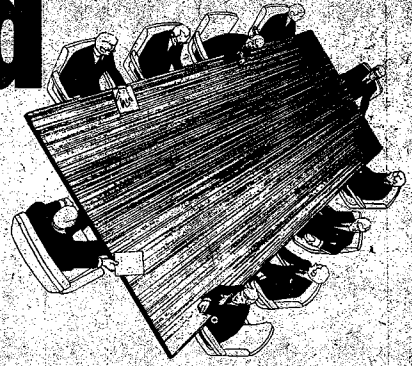
#21

Winchester Adventures
150 East 58th St.
New York, New York 10022
Stuart M. Lopata

#63

How to Attend a Conference

by S. I. Hayakawa



A common difficulty at conferences is what might be called the *terminological tangle*, in which discussion is stalemated by conflicting definitions of key terms. A speaker may talk about "the romanticism so admirably exemplified by the Robey House by Frank Lloyd Wright." Let us imagine in the audience an individual to whom the Robey House exemplifies many things, but *not* "romanticism." His reaction may well be, "Good God, has he ever *seen* the Robey House?" And he may challenge the speaker to *define* "romanticism"—which is a way of asking, "What do *you* think 'romanticism' really is?" When the speaker has given his definition, it may well prove to the questioner that the speaker indeed doesn't know what he's talking about. But if the questioner counters with an alternative definition, it will prove to the speaker that the questioner doesn't know what *he* is talking about. At this point it will be just as well if the rest of the audience adjourns to the bar, because no further communication is going to take place.

How can this kind of terminological tangle be avoided? I believe it can be avoided if we understand at the outset that there is no ultimately correct and single meaning to words like "romanticism" and "functionalism" and "plastic form" and other items in the vocabulary of art and design criticism. The same is true, of course, of the vocabularies of politics and social issues, and many other matters of everyday discussion. Within the strictly disciplined contexts of the languages of the sciences, exact or almost exact agreements about terminology can be established. But most general discussion is not restricted to such specialized frames of reference.

The words most commonly used in conference, like the vocabulary of other educated, general discussion, mean many things to many people. This is a fact neither to be applauded nor regretted; it is simply a fact to be taken into account. They are words, therefore, which either have to be defined anew each time they are seriously used—or, better still, *they must be used in such a way, and with sufficient illustrative examples, that their specific meaning in any given discourse emerges from their context.*

Hence it is of great importance to listen to one another's statements and speeches and terminology without unreasonable demands. And the specific unreasonable demand I am thinking of now is the demand that everybody else *should* mean by such words as "romanticism" what I would mean if I were using them. The speaker's organization of his data may be one from which we can learn a new and instructive way of looking at whatever the speaker may be talking about.

Since a major purpose of conferences is to provide ample opportunity for conversational give-and-take, perhaps it would be wise to consider the adoption, formally or informally, of one basic conversational traffic rule which is that *we refrain from agreement or disagreement with a speaker, to refrain from praise or censure of his views, until we are sure what those views are.*

Of course, the first way to discover a speaker's views is to listen to him. But few people, other than psychiatrists and women, have had much training in listening. The training of most oververbalized professional, intellectuals (which would include most people who attend conferences) is in the opposite

direction. Listening means trying to see the problem the way the speaker sees it—which means not sympathy, which is *feeling* for him, but empathy, which is *experiencing with* him. Listening requires entering actively and imaginatively into the other fellow's situation and trying to understand a frame of reference different from your own. This is not always easy.

But a good listener does not merely remain silent. He asks questions. However, these questions must avoid all implications (whether in tone of voice or in wording) of skepticism, challenge or hostility. They must clearly be motivated by curiosity about the speaker's views. Such questions, which may be called "questions for clarification," usually take the form, "Would you expand on that point about . . . ?" "Would you mind restating that argument about . . . ?" "What exactly is your recommendation again?" Perhaps the most useful kind of question at this stage is something like, "I am going to restate in my words what I think you mean. Then would you mind telling me if I've understood you correctly?"

All too often, we tend to listen to a speaker or his speech in terms of a generalization, "Oh, he's just another of those progressive educators," "That's the familiar Robjohn-Giddings approach," etc. We stop listening because, "We've heard that stuff before." But *this speech by this individual at this time and place is a particular event*, while the "that stuff" with which we are classifying this speech is a *generalization* from the past. "Questions of uniqueness" are designed to prevent the functional deafness which we induce in ourselves by reacting in terms of a you work for, and do they make more than one product?" generalization. They take such forms as: "How large is the firm" "Exactly what kind of synthetic plastic did you use on that project?"

Something else that needs to be watched is the habit of overgeneralizing from the speaker's remarks. If a speaker is critical of, let us say, the way in which design is taught at a particular school, some persons in the audience seem automatically to assume that the speaker is saying that design shouldn't be taught at all. This type of misunderstanding may be called the "pickling in brine fallacy," after the senior Oliver Wendell Holmes's famous remark, "Just because I say I like sea bathing, that doesn't mean I want to be pickled in brine." Questions of uniqueness, properly chosen, prevent not only the questioner but everyone else present from projecting into a speaker's remarks meanings that were not intended.

Let us argue about what has been said, and not about what has not been said. And let us discuss not for victory but for clarification. If we do so, we shall find, I believe, that ultimately the important thing is to come away from a conference with a fund of information—information about what other people are doing and thinking and why. It is only as we fully understand opinions and attitudes different from our own and the reasons for them that we better understand our own place in the scheme of things. Which is but another way of saying that while the result of communications successfully *imparted* is self-satisfaction, the result of communications successfully *received* is self-insight. Let us attend conferences and take part in them not only for increased self-satisfaction, but also for increased self-insight.

Condensed from ETC, the quarterly journal of the International Society for General Semantics. Interested persons may write that society for a free catalogue of its publications at P.O. Box 2469, San Francisco 94126.

Chicago

Chicago, Chi-town, the Second City, the Windy City, Al Capone's toy, Mayor Daley's monument, convention, transportation, communications capital of the nation. NIRA conferees will see Chicago (the name is from an Illini Indian word which may mean *skunk, onion, swamp or island*) at its best—when the weather just becomes pleasant and before the big town grows lazy with summer heat. There's a lot to do in Chicago. Complete guides and easy to follow maps will be available at the conference. To help you decide what you wish to do, RM prints below a general list of goings on.

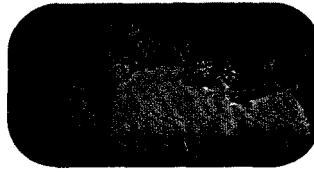
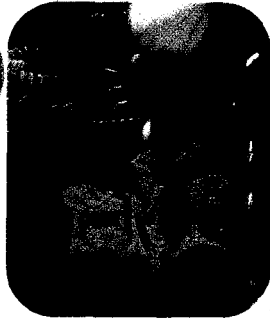
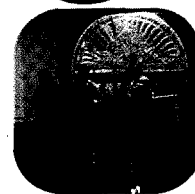
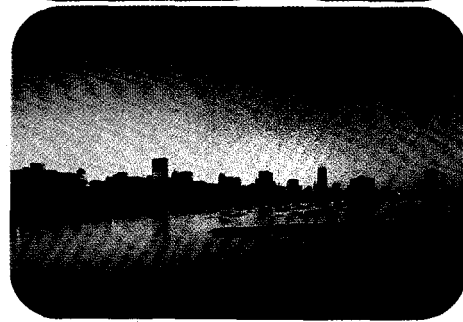
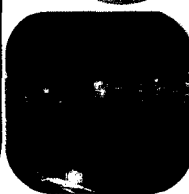
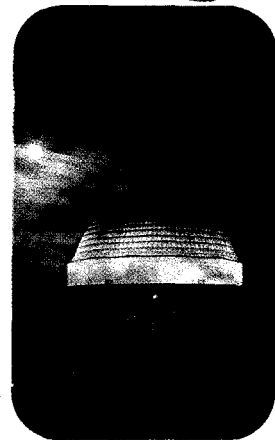
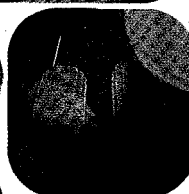
ENTERTAINMENT AND SPORTS

Chicago Cubs Home Games. The Rialto. On Randolph west of State, housing first run movie theaters. Cabarets. Bistros Near North, Rush Street district, Old Town

and elsewhere. Night spots featuring top headline talent, lavish floor shows and the best jazz, folk and popular music.

Performing Arts. Theaters such as the Auditorium, the Civic Opera House, Orches-

The varied Chicago scene above includes: the race track, major league hockey and baseball; the lakefront skyline; the city parks; the Hancock Center looming above the old Water Tower, survivor of the Great Fire; jazz and cultural entertainment; the moonlit Adler Planetarium; the Museum of Science and Industry's main foyer; the Art Institute's lion sentinel; the Civic Center Picasso colossus; Buckingham Fountain. (Photos Chicago Convention Bureau)





Chicago, a planned city, is laid out in a way that makes most of its attractions easy to get to. The letters above indicate the Hilton (A), Cubs Park (B), Lincoln Park Zoo (C), Meigs Field (D), the Museum of Science and Industry (E), the Art Institute (F), the Planetarium, Aquarium and Museum of Natural History (G), China Town (H), Old Town (I), NIRA HQ (J), the Loop (K), the Outer Drive (L), and the Dan Ryan (M), the Stevenson (N), the Eisenhower (O) and Kennedy (P) expressways.

tra Hall, Studebaker, Ivanhoe — all near or easily accessible from the Hilton — feature musical and theatrical events constantly.

Horse racing at six tracks near the city.

SHOPPING AND SIGHTSEEING

Fine stores in "the Loop" near the Hilton on State Street and Michigan Avenue. Also the Old-Worldish Maxwell Street market, Old Town's *mod* and *hip* stores and attractions, and inscrutable China Town.

For history and relaxation: the landmark Chicago Trade Building, Buckingham Fountain (a walking distance from the Hotel), beaches extending along almost the entire length of the city, Lincoln Park and Brookfield Zoos, the world's largest water filtration plant (tours available), the observation tower of the Hancock Center which is the world's largest office and residential complex, the old Water Tower which survived the Chicago Fire, the world's most modern police communications and data processing center (guided tours

available), Jane Addams' original Hull House.

MUSEUMS

Museum of Science and Industry, the world's most popular museum

The Museum of Natural History

The Art Institute

The Adler Planetarium

Shedd Aquarium, the world's largest

Chicago Historical Society Museum of Contemporary Art

Oriental Institute

Baha'i Temple, the religion of brotherhood celebrated in the only such Temple in the Midwest

Chicago Academy of Sciences

Illinois Railroad Museum

Elks National Memorial

The Polish Museum

Ripley's Believe It or Not Museum

Royal London Wax Museum

All attractions in Chicago are easily accessible by bus, cab or train and, like the Hilton, are no more than a mile or so away from the lake front.

Conference Exhibitors and You

The same event is a conference and EXHIBIT. Recreation merchandisers, as in past years, will have booths displaying their wares. Many conferencers believe the exhibits to be as important as the sessions. In fact, they are. They offer the conference purchasing tips and information as well as program ideas.

When you attend the National Conference, be sure to come so that you will have an opportunity to make the rounds in the exhibit hall. Experienced conference goers agree that you first take a general look are noting exhibits that interest you, will scrutinize in greater detail what interests them.

pick up at least one piece of literature from each booth. After the Conference, in his office, he can sort through and file those that he feels he may be interested in. He may not use the information immediately. As a matter of fact, it may be some months or even years before he needs the reference.

Another conference attendee that directly or indirectly, he makes 75 percent of his purchases through exhibitors indirectly, because some exhibitors are wholesalers whose items are available only through retail outlets. He stock piles the information carefully, not only increasing his business savvy, but for possible program ideas.

He may have picked up something from

years ago that I may not use until two years from now," he says.

One NIRA member believes the personal contact to be invaluable. "I get a good insight to what kind of service to expect from meeting the people. I find out who I can put my confidence in."

In addition to their products then, exhibitors have ideas that you can use. Some will have immediate value. Others you may not need for some time. In either case, your visit to the booth is an "educational session" as much as the formally scheduled parts of the program. Exhibitors all are there to take advantage of the knowledge to be gained in the exhibit hall.

COMPUTER-PRINTING MEMBERSHIP CARDS

Although the output of data processing systems usually involves long-run printouts, there are times when a relatively short run can be performed at substantial savings in man-hours.

One company proved this when they adopted a computer-printed recreation association membership card issued to its approximately 600 employee members that eliminated over 40 hours of typing time, in addition to assuring complete accuracy. The company's Zanesville, Ohio plant has an active recreation association that sponsors various types of activities at a 100-acre park on the outskirts of the city. Membership cards are issued annually to members for admission to all sponsored activities.

In the past, conventional printed membership cards were used. These were commercially printed each year and each employee's name and number had to be individually typed out on a card. Typing these cards, plus collating them with a printed activities list, was time-consuming. There was a considerable amount of nonproductive time required to insert blank cards in the typewriter and to remove the typed cards upon completion. In addition, there was always the problem of typographical errors occurring in members' names and numbers.

Despite the fact that 600 cards would be a relatively short run for the computer, it was felt that the ultimate time-saving and accuracy features warranted setting up a system to prepare the cards.

A systems service supervisor and a data processing operations supervisor reviewed the situation and developed the new system. To assist them with the technical spec-

ifications and design of the computer form to be used, they called in a forms system specialist from Moore Business Forms, Inc.

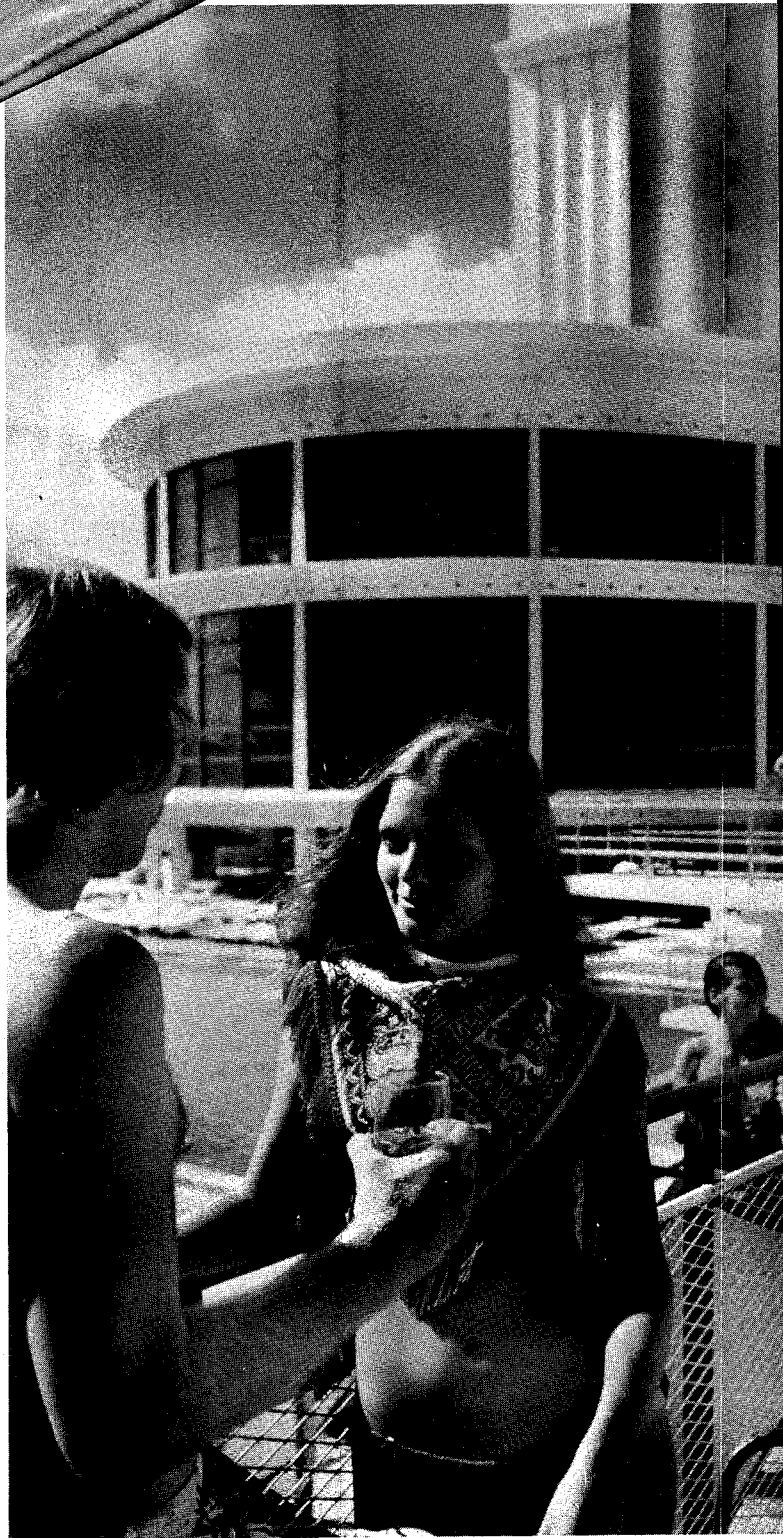
The form designed to do the job is a Moore Continuous Interfolded Membership Card manufactured on 100 pound manila stock designed so that when detached and folded, it will fit a standard size wallet or plastic identification card holder. The top portion is blank for listing the schedule of activities and the bottom portion provides for printing out of the member's name and number, the year date, the secretary's name, and the member's clock number.

The computer program was set up to print out the schedule of activities, the year date and the secretary's name from input table cards which precede the data cards containing the individual member's name and number. Thus, the schedule of events and individual membership cards are printed on a continuous strip with one pass through the computer. A quantity of forms, with individual membership data left blank, follows the last name so that a supply of blank cards will be available for new employee members who join after the beginning of the year. A listing of members' names and numbers is also run for the secretary in recording additions and deletions during the year.

Upon completion of the run, the control margins are stripped off and the cards are run through a Moore Speeditacher which detaches them and stacks them ready for distribution. The cards are distributed with pay checks. With the input cards sequenced by the employee's clock number (department and man number), the print-

(Cont. P. 28)

WIN A WEEK IN MIAMI



MIAMI BEACH FOR TWO

OR ONE OF THE MANY MERCHANDISE PRIZES IN 1971 NIRA MEMBERSHIP DRIVE CONTEST

1st Prize — A marvelous six days and seven nights as guests of the elegant Playboy Plaza Hotel in Miami Beach, Florida, plus air transportation in first class style hosted by Eastern Airlines, one of America's leading carriers. ALL THIS FOR YOU AND YOUR GUEST FOR SCORING THE MOST POINTS IN THIS CONTEST. The 1st National Bank of Denver awards a \$100 savings bond. Cassette recorded professional golf lessons by Julius Boros is awarded for review again and again.

2nd Prize — 14" Motorola portable television

3rd Prize — EXER-COR: "The New Exerciser"

4th Prize — Complete Kodak camera outfit

5th - 6th Prize — Motorola cassette tape recorder

7th - 10th Prize — Johnson fishing reels

11th - 15th Prize — Cassette recording of professional golf lessons by Julius Boros*

Eligibility: Any NIRA Member with 1971 dues paid, club, association, council, company, CIRA or employee of same

Contest dates: April 1, 1971 to October 1, 1971

Scoring: One point awarded per \$10 of membership sold

Sales Procedure: Membership classifications are listed on page 3 of your 1971 membership directory. Start now. Sales kit will be sent to you or write NIRA headquarters. After sale has occurred, send application and check to NIRA headquarters for recording of points.

Go get more points.

* 7th - 15th Prizes determined by drawing of all contestants





Idea Clinic

Look Ma no props

*Combining the fun of play with
the thrill of the stage*

an exciting, easy, inexpensive way
to train actors, keep a theater group
busy between productions or just
have a ball called
Theater Games

Two teams strain against each other in a close game of tug-of-war. Their muscles pull until they ache. They begin to feel the hot rope burn their perspiring hands. With one last surge of energy, the first team pulls in sudden harmony, victoriously tripping the other team across the line. The winners shout and jump for joy as they are congratulated. Then, panting and sweating, they plop down to rest. The coach searches for the experience: "Was the rope real? Did you feel it?"

You see, the rope was imaginary. But, to the players, the rope, the sweating, the pink cheeks were absolutely real. They were playing Theater Games, a strictly American born and bred approach to acting still being developed by Miss Viola Spolin, the originator, and others after 45 years of research and play. Games are finding an increasing use in education and recreation as well as theater training, for, according to Rev. James A. Shiflett, "Games re-open those channels of awareness that

have been closed in an individual while growing up and which are indispensable for learning." Besides, Games are fun.

Shiflett, director of the Community Arts Foundation of Chicago and himself a Games coach, has worked with actors, public school teachers and students, and individuals seeking recreation. Games' application in industrial recreation programs has not yet been tried. However, they can be used to tie in with industrial drama activities or simple game playing activities. They can be used by drama groups to keep interest going when money or facilities are not available for full-scale productions. They require no equipment except for chairs and open space. Treated simply as parlor games, they can be novel fun for children and adults.

"Games," Shiflett asserts, "are wonderful recreation. Adults should play games. To a degree, our generation has lost the joy of play—the complete abandonment to joy. Theater Games are recreation up to a point, after which they transform into discipline. Then, they become recreation in the literal sense of re-creating, or *serious play*."

In Miss Spolins' book *Improvisation for the Theater*, the Bible of Games, she asserts, "Trying to save ourselves from attack, we build a mighty fortress and are timid, or we fight each time we venture forth. . . . contact with the environment is distorted. Self-discovery and other exploratory traits tend to become atrophied."* Games can make a sense of self emerge that has been buried under tons of protection devices and can re-awaken that rapport with our environment with which we were born.

The way Games works is hard to describe. Games must be experienced to be understood. The theory itself is experiential.

Anyone who wishes to can play in the theater and learn to be 'stageworthy.' . . . Acting can be

*From Viola Spolin, *Improvisation for the Theater*, Evanston, Northwestern University Press, 1968. Reprinted by permission.

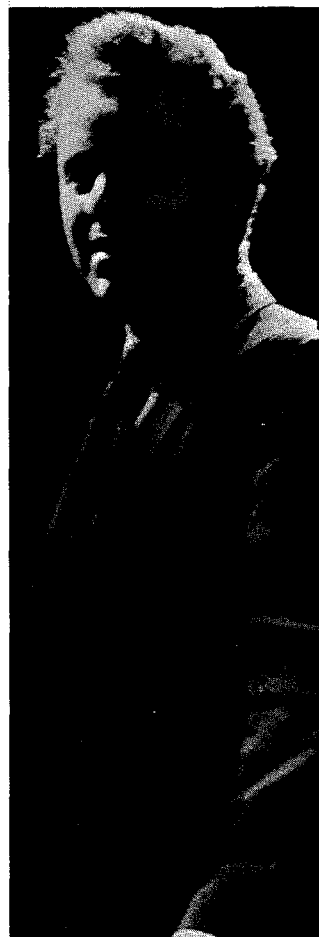
taught to the 'average' as well as the 'talented' if the teaching process is oriented towards making the theater techniques so intuitive that they become the students' own.**

Games do this through the recreation principle of the *rule or point of concentration* (POC) of the game. Players must concentrate on the *rule* in order to play the game successfully. Indirectly, they are concentrating on a corresponding theater problem.

The mirror game is typical. Two players rise and face each other. One initiates all movement while Two reflects all his activities and facial expressions. While looking into the mirror, One performs simple actions such as washing or dressing. The coach and other players watch. (In Games the viewing is as important as the doing) The coach follows the play. "Reflect what you see! Mirror his knees! Reflect his eyes!" After a time, he calls "Change!" Without pausing, One and Two switch responsibilities.

At the exercise' completion, the group discusses what happened. "Did the mirror reflect?" asks

** *Abid.*



Paul Sills

The present Second City cast dances the Swine Lake ballet. This improvisational theater company was founded upon Theatre Games techniques.

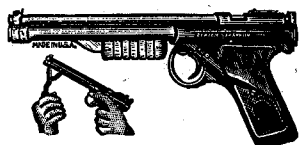


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Theater Games

the coach. "And what about the initiator? Did he try to trick the mirror?" The students give back what they saw, what they experienced. They are reflective rather than critical, because the point of the Games is to play them not to gain approval.

The mirror exercise, with many variations, is a basic Theater Game. It isn't even unique to Games as an actor's exercise. What is unique is the recreation principle—the POC. By concentrating on the POC, the student forgets himself, loses self-consciousness, builds spontaneity. Nobody forces him to adopt a certain approach. He's free to discover his own.

This discovery or experiencing process of Theater Games has found new outlets in education. Miss Spolin now devotes all her time to this one aspect. After great success with Games with students in a Chicago inner-city school, the Community Art Foundation's Games staff, led by Mel Spiegel who studied with Miss Spolin for many years, is in its second year of coaching Games to public school teachers through the Gifted Children's Dept., Chicago Bd. of Education.

Says Arthur Koestler in *The Act of Creation*:

When life presents us with a problem it will be attacked in accordance with the code of rules which enabled us to deal with similar problems in the past. . . . When the same task is encountered under relatively unchanging conditions in a monotonous environment the responses will become stereotyped, flexible skills will degenerate into rigid patterns. . . . whose actions and ideas move in narrow grooves.***

Games were designed to destroy these rigid patterns and expand receptivity. This is done through play, fun.

***Arthur Koestler, *The Act of Creation*, The MacMillan Co., 1967.

In industrial recreation, then, Theater Games can be very valuable on several levels: as enjoyment, as theater training, as auxiliary job training, as social therapy. They are simple to do using Miss Spolin's book as a handbook. They are not dangerous in inexperienced hands. And the repercussions can positively influence every aspect of the participants' daily lives.

For more information on Theater Games write to Rev. James A. Shiflett, Community Arts Foundation, 2261 N. Lincoln Ave., Chicago 60614.

COMPUTER CARDS

(Continued from p. 23)

ed passes are grouped by man number within department for easy distribution. Upon receipt, it is a simple matter to fold the card as indicated for insertion in a wallet or card holder.

The new system has provided many advantages over the former manual method. Among the major ones are:

- Computer preparation saves over 40 manhours of voluntary labor previously required and eliminates typing errors.

- Form stock can be used for more than one year since schedule of activities and year are printed out by computer instead of being printed yearly by conventional commercial printing method.

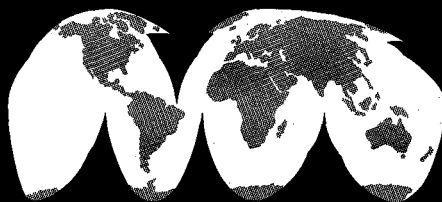
- Folded card is thicker than former card, providing greater durability.

- Schedule of activities is now part of membership card thus readily available for reference.

"Our new system has worked out even better than we anticipated," a company representative reported. "Computer preparation provides speed, control, accuracy and flexibility for our recreation associations operations. It is especially appreciated by the association's secretary and treasurer who have been relieved of much repetitive, routine paperwork."

Reprinted by permission from Personnel Journal, January, 1971.

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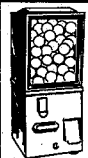
(212) 752-3880

CLASSIFIED

After this issue classifieds will be run for want ads only. **RATES:** regular type—15¢ per word. Copy must be received by the 5th of month preceding issue in which ad is desired.

Man with experience in Church and Industrial Recreation as well as Employee Services and Communications seeks position as Industrial Recreation Director or Recreation-Communications Director. B.S. and Masters degrees. CIRA applicant. Married, one child. Prefer to remain in Southeast but will relocate. Salary commensurate with position. RM Box 236

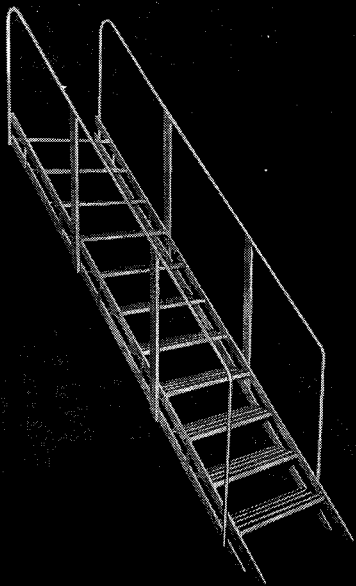
Man with B.S. in Recreation Administration desires position as a Recreation Administrator or Employee Services Manager, Director of Community Services. Available July 1, 1971. Married, five children. Salary: negotiable. Free to relocate. RM Box 241.



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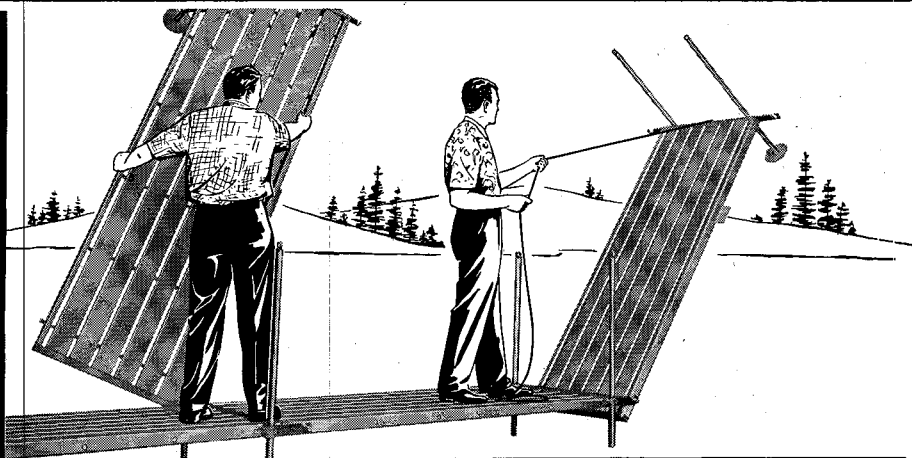
IDEA CLINIC. A novel awards program initiated by Brookhaven National Laboratory that can spark added interest in your program.

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C. J. MOYER. Introduction to NIRA's new President.

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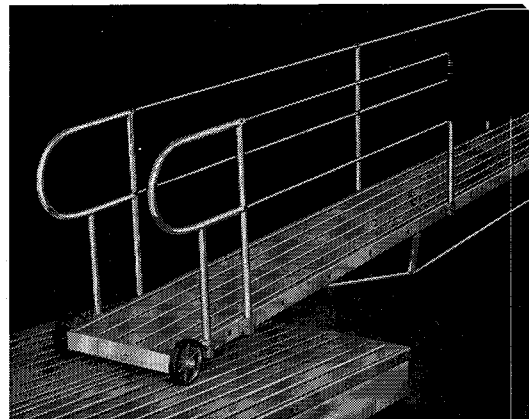
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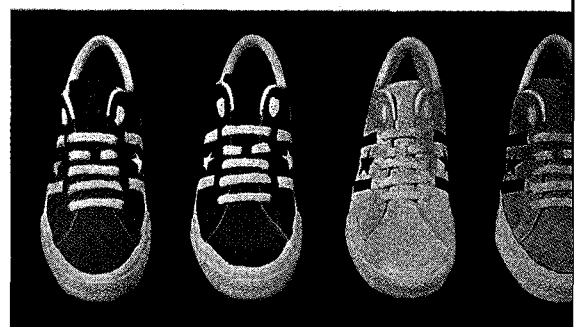
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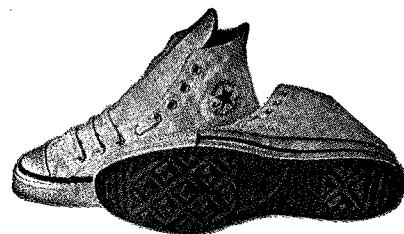


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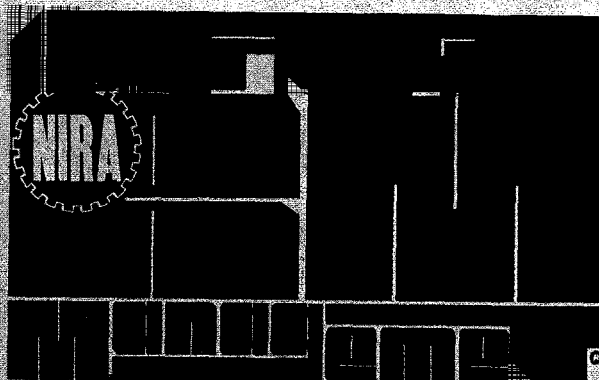
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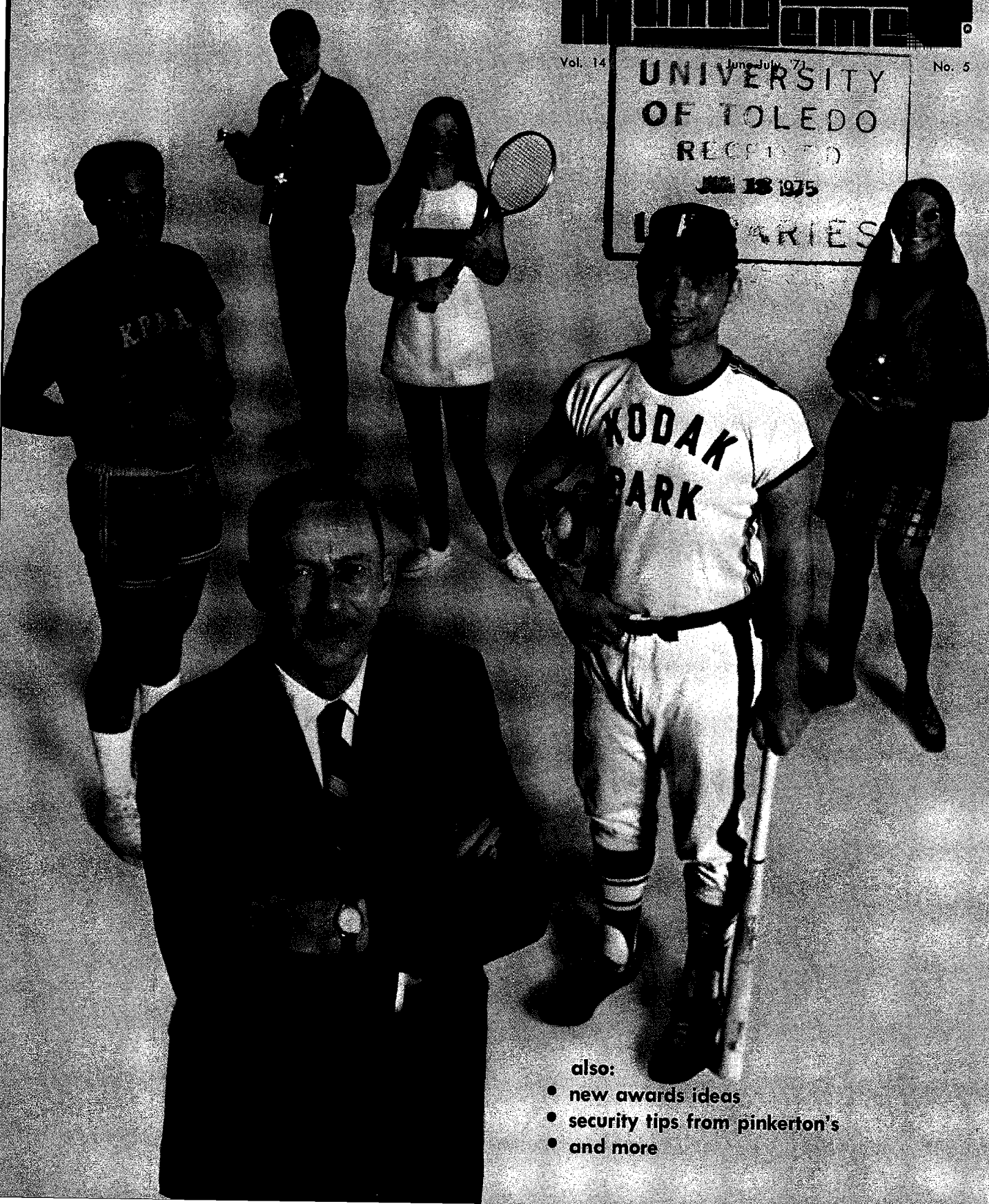
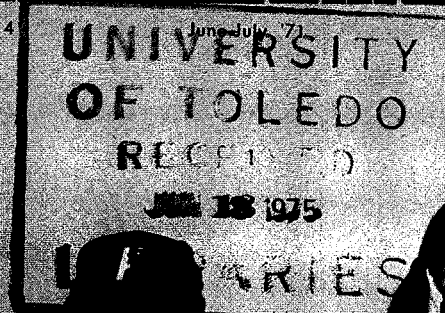
NIRA'S NEW PRESIDENT: C. J. MOYER OF KODAK



Vol. 14

June-July '71

No. 5



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The President Speaks

Okay, Let's Get a Move On

from a post-conference tape recorded
conversation with
C. James Moyer
NIRA President
and
Executive Secretary
Kodak Park Athletic Association

First, I want to thank all the delegates and exhibit who made last month's national conference one of best in NIRA's history.

I think that everyone who was there believes that Conference was an improvement over the past, that have drive in the organization, a young, energetic NIRA staff and that we can do nothing but continually str ahead. In the past year, under the direction of Martha Daniell, we made giant strides. When you think of all problems we had when we left Denver and what we have today, you can see that there is a light above and that we are going to reach it. However, we still have a lot of work to do.

Presently, the condition of the Association needs further strengthening. Our membership is not nearly strong as it should be considering the number of companies in the U.S. and Canada. You get members giving them something. People ask "What does NIRA do?" How would you sell me on NIRA? We have a conference every year. That's great. We have a magazine. We have services, but not enough.

This is a *service* organization. We have to give service to our members. Now, our national office staff is supposed to do this, but the material we need rests in the membership itself. Somewhere among the members you have everything you can ask for in an association, but we haven't tied it together.

Well, we have to do something about this, and we are doing something about this through the organization. The new Board of Directors, a set of priorities and some long range goals.

At the Board meeting after the Conference, we confirmed that we must act like a professional group. After we reviewed our vice president's, our past president's, and our president-elect's duties which come under the by-laws, we asked the other Board members to select what areas they are interested in contributing to the organization. And we said, "Okay, there's going to be a chain of command from the company on up." Each individual on the Board has a responsibility not only to the Board, but to the delegation from that region that elected him. If he doesn't do his job he is not serving them. But, he works because we have hard working people on the Board.

With specific programs, we've done this: Publication has been put under an Advisory Committee headed by Vice President Art Conrad. He may go outside the organization to get counseling from anyone he so desires. We've also talked to Vice President Mel Byers regarding regional management and asked him to see whether or not there should be a change in regional territory. I think it's quite silly to have all of Canada in one region so that somebody in Toronto has got to meet somebody in Victoria.

Vice President Miles Carter and his committee are going to try to come up with tournaments that are not going to cost the membership a lot of money for travel to try to regionalize them. Or mailograph them. Or have a tournament day when you can participate in your area and send your results in to the national office for recognition.

It's known to Past President Martha Daniell that our Awards Committee should revamp all these Helms Awards and merit awards and Certificates of Excellence. They should come up with a standardized, *personalized* procedure. They shouldn't wait to get the forms out before

should get everything in the hands of every member company by the first of the year.

I am going to have a meeting with John Gentile, the president-elect, in the near future to get our heads together on goals and methods for the Association — to reach a common denominator.

As for priorities — The first thing we have to do, of course, is increase membership. We've got to sell memberships. I think that the companies that attended the Conference have got to be salesmen for us. If they feel they can get something out of NIRA, they should make other companies feel that way, too.

Secondly, we must get the members more tools to assist them in their programs. We have to survey and research our membership: how many companies have what facilities, how many have what activities, so that we can anticipate trends.

I think the research committee may be expanded. We will appoint researchers to produce the needed information.

Corollary to that, we need more of an educational program. What are we going to do when companies go on a four-day work week? What about the employee's family? We're now down to the point where our guys have a 40-45-minute lunch. In our noon hour programs, what are we going to do

with somebody for 45 minutes? What about insurance? That's one of the big areas. We've got to find out this information and get it to the membership. They shouldn't have to go all over creation to find out. They ought to be able to call the national office and in the next mail get what they were after.

The Association should try to influence legislation. I think we are remiss if we don't. Why should the Civil Aeronautics Board and other regulating agencies tell us what we must live with? We should have a voice in government, in the President's Council on Physical Fitness and Sports, in all the parks. The National Safety Council speaks up; their voice is heard. I don't think NIRA's voice is heard. We sit back and say, "That's all right. Don't muddy the waters." I think we *should* muddy the waters.

We must get the scholarship program together. We cut it because we ran short of scholarship grant funds. Some companies may not think it is important. But in every profession, someone gives out scholarships. If we get the word out that we're giving them, I'll bet that some companies will think, "great! Let's support it." There are federal grants available. There are *many* ways of getting money if we can prove that what we do is worthwhile.

We have to educate management. All this time we



have been talking to the wrong people. I sit down with the recreation director of one company and I say, "Join NIRA." He says, "I can't get 50 cents for a basketball, now you're asking me to get \$35 to join NIRA?" Well, we ought to go to personnel people, company president—get on the agenda of the American Management Association; possibly to get the word to management people — try to convince *them* to join NIRA because of what NIRA can do for them and to convince them to professionalize their program. We should make a survey; I bet it will prove that the professional man does a better job, just as a professional engineer lays a pipeline better than a guy who knows nothing about engineering. Yes, I was a chemist before I got in. Though I *did* have a college education, I am not a professional. But, I am still learning. I have professionals working for me; they run the program. We have to educate management to the great value of recreation and for the need of trained professionals in the field.

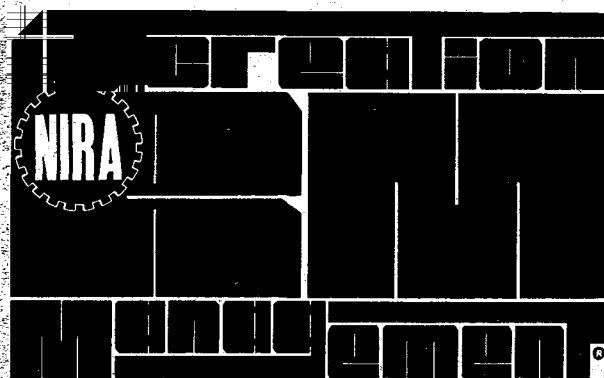
As it is true in the field, it is true with NIRA. We need, and have, professionals

who know how to run an association. This is a big job which *can* be done if knowledgeable people get to work doing the job that they have been asked to do. That way, it's not that much of a job because, "Many hands make small work." We all do our share, it will work. We don't it won't. After all, it's our own profession, our own programs we are trying to improve. If we don't want to do a little of the work in helping the Association grow, then our own program isn't going to grow either.

Believe me, we on the Board feel a grave responsibility to follow in the footsteps of those leaders before us who have done so much for NIRA. Because of the economy and all, we must work hard and fast. We're going to need the help and advice of not only the past officers, but of the membership at large.

What we need for a vital, relevant, dynamic organization is out there among the professionals in the field. That's you, that's us. We've got bits and pieces individually and once we put them together, why, there won't be anything too tough for this association to handle. So, let's get a move on! •

**"We sit back and say,
'That's all right. Don't
muddy the waters.' I
think we should muddy
the waters."**



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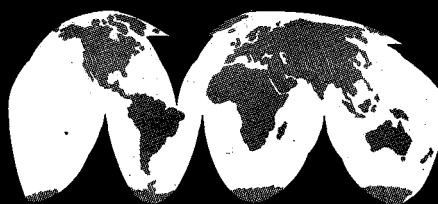
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RM 7-71

BACK FENCE

News and views from
the world of recreation

The mandatory use of fluorescent orange garments during deer hunting seasons is picking up increasing support throughout the country, and rightfully so. It saves lives. Since the State of Massachusetts adopted such a law nearly 10 years ago, others have followed suit, either by enacting similar laws or considering moves in that direction. Bay State hunting accidents have dropped 67 percent since hunters are required to wear fluorescent orange apparel during the deer season.

The din that was raised by opponents of the law during its formative years has subsided. Those who argued that a bright, flashy color, such as fluorescent orange, would spook deer have discovered otherwise. And no one can argue against the hunter-safety record it has estab-

lished. In the State of Maine, where natives take a heap more convincing than they do elsewhere, it seems, the proposed enactment of a color law has been placed before the legislature for the fourth time. Prospects for passage this year appear to be brighter, however. Four years ago, a southwestern corner of the state was set aside as an experimental area to prove that fluorescent orange does cut down hunting accidents and saves lives.

Two bills have been filed for adoption of a color law in Maine, neither one considered to be adequate by fish and game officials, but the idea is to get a foot in the door. For one thing, neither bill stipulates the amount of color to be worn. Should Maine adopt the law as proposed, it will mean that a

hunter could legally wear only a belt of the prescribed color, or a hat. The bills stipulate only that the garment be seen from a 360 degree angle. It may be that enough Maine hunters will oppose the color measure to defeat it. Their choice is green, a traditional hunting color, and their reasoning holds that if they are more difficult to see, they will not be mistaken for game and shot at.

Hopefully, those who recognize the merits of a color law will outnumber the dissident faction. How about your state? If it doesn't already have a color law, is there talk of one? If not, why not? Better that you, as a shooting sportsman, guide the thinking and actions of your legislators by helping with the framework of the necessary bill. Start a campaign in this direction, as many other states have. Deer hunters need a color law because it reduces room for error and increases their chances of personal safety. What could be more important than that?

—John Marsman, Savage Arms

passengers have only one chance in 85 million of being killed in an accident aboard regularly scheduled U.S. air lines. More than 100 German rail stations now rent bicycle tourists so that they can travel an area, pedal around for while and reboard for another good spot farther down the track.

If you have any strong views about the new regulations, affinity charters write your congressman in Washington. Now's the time to get your two-cents in. . . . promotions to bring tourists to U.S. This month, a Festival of American Folklife and U.S.A. exhibit in Montreal.

Secretary of the Interior Robert C. B. Morton has recommended to Congress that several changes be made in the federal recreation fee system, commonly called the Golden Eagle program.

The Interior Department report recommends conversion of the \$10 annual carload recreation entrance permit to a \$4 annual individual permit for persons 16 years and older. The annual individual permit will apply to designated federal lands and waters and recreation projects administered by the National Park Service, Forest Service, Bureau of Land Management, Bureau of Sport Fisheries and Wildlife, Tennessee Valley Authority, Bureau of Reclamation and U. S. Army Corps of Engineers.

The report recommends continuation of daily fees for the use of persons who do not wish to purchase an annual permit. Supplemental fees are also suggested for the use of certain high quality recreation facilities and services.

The present Golden Eagle permit system expires December 31, 1971.

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A new organization under Ralph Nader's aegis will represent consumers before the Civil Aeronautics Board covering lower fares, liabilities, tour operator activities, travel agent commissions on affinity charters. . . . Air Transport Assn. figures for 1970 indicate that

The National Highway Traffic Safety Administration (NHTSA), the Department of Transportation (DOT), recently issued Docket (71-7) entitled "Center of Gravity for Truck Cargo and Campers," which proposes a new regulation that will apply to almost all RV covers as well as slide-in campers and chassis-mount campers. The complicated regulation will require the manufacturer to install a placard on the exterior surface of the camper's left side designating the camper's center of gravity, the name of the camper manufacturer, and the gross camper weight, among other things.

Drugs are becoming a major business problem and there are growing fears that the problem will worsen, says a new Conference Board study. According to the *Industrial Relations News*, nearly two-thirds of the 222 companies participating in the survey express concern about drug abuse. The survey found that 45 percent of the companies either provide treatment, referral or counseling; 22 percent fire the employee; 4 percent notify company security or local police; and 3 percent ignore it if job performance is okay.

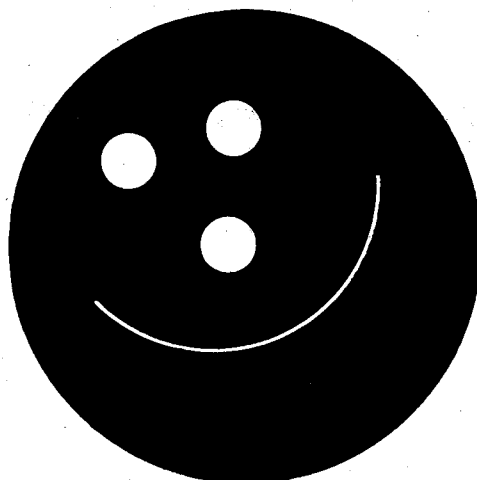
A physiology professor engaged in a 34-year study of athletes at the University of Indiana reports that former athletes don't bear up over the years any better than most other people unless they "live right." . . . Citizen band radios may be due for FCC crackdown, according to informed sources because of interference with television reception, practical jokers and lewd calls. . . . Eleven states have more than 20,000 campsites mostly private according to recent statistics by Woodall Publishing Co.

A leading professional woman bowler is suing the men's Professional Bowlers' Association because it would not let her join. She claims sex discrimination because of better prizes in the PBA than are available to women professionals. ●

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What Is The Wretched Mess News?

A chaotic cacophony of quips and comments, i.e., a wretched mess! Write Ormley Gumfudgeon, Igloo 68, West Yellowstone, Mont. 59750



It was a pleasure visiting so many of you during the NIRA Conference and discussing your bowling activities.

For those unable to attend . . . remember ABC is always at your service.

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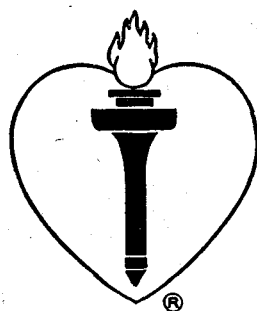
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LETTERS TO THE EDITOR

Upon reading your new issue of Recreation Management, I find it a significant improvement. This becomes readily apparent as one looks through past issues. The resort to a "black emphasis" (i.e., darker bolder headlines, illustrations, etc. ed.) is appreciated. However, a more generous use of color could do much toward giving this issue a lift.

H. Dan Corbin
Professor and Chairman
Recreation Education Section
Purdue University

Thank you so much for arranging the press pass and for welcoming me with a press kit (to the National Conference). I enjoyed the program format very much and took copious notes.

—Miss Maureen Beaudette
Industrial Relations News

Industrial Relations News, 20 N. Wacker Drive, Chicago, 60606, is a

handy weekly news summary for personnel and recreation people. Many important items in all aspects of employee relations. If you do not subscribe, we suggest you look into it.—Ed.

I read and enjoyed your article in the April issue . . . titled "Avoiding Bulletin Boreds". Many of the tips you offered were very useful to us in formulating our own program.

Robert H. Davis
Editor, Internal Publications
Ross Laboratories

You asked on your center spread (April is.) if readers would be interested in seeing drug abuse information in the magazine. I think this would be very useful and informative.

Miss F. R. Phillips
Librarian
Manufacturers Life Ins. Co.

We invite readers to send RM their comments and suggestions on any material appearing in RM or on any topic they think will interest other readers. Send to letters Dept., RECREATION MANAGEMENT, 20 N. Wacker Drive, Chicago, 60606.

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AN ARTICLE published by the Labor Department on "Trends in Labor and Leisure" (*Monthly Labor Review*, February, 1971) prompts us to some speculations about the economic future. Will working people, to an increasing degree, prefer to receive the benefits of our economy's high and rising productivity in the form of more leisure rather than in growth of the supply of goods and services available to them?

If a radical shift of preferences in that direction should occur, present estimates of the amount of economic growth to be expected during the 1970s might have to be revised downward. Instead of an expansion of total real output of more than 50 percent over the decade, which is the general presumption, it might turn out to be substantially less.

No conclusive case can be made that this will in fact occur during the 1970s. But neither can a conclusive case be made that it will not. We are left with the feeling that it is a possibility that is at least worth discussing, since its implications are so important.

analysis

Leisure's Effect On the Economy

by

George Hagedorn,
vice president and chief economist,
National Association of Manufacturers

The technique for estimating the overall size of the economy 10 years hence is basically very simple. You must estimate three things: the number of people available for work, the average number of hours they will work during the year, and their output per hour of work (productivity). If you multiply these three factors together you get an estimate of the total output of the economy.

There are problems involved in foreseeing trends in each of these three factors. Here we will concentrate on the difficulty of predetermining the average number of working hours, which plays just as important a role as either of the other two factors.

From close up it may seem that the technological nature of the job, and the decisions of employers, will play the largest role in determining the amount of time a worker spends at his job. These will always play a part, but in the longer run it is the preferences of working people which will determine the outcome. Employers will have to adapt their schedules to these preferences if they are to get the numbers and kinds of people they want. This will be especially true if, as our politicians seem determined, we have an era of "full-employment"—which in practice means tight labor markets.

It comes down to a question of subjective value judgments, which in practice can be observed and described but which can seldom be explained or predicted. If, during this decade, people generally should develop an increasing pre-

ference for leisure as against the income they can earn while on the job, then output in 1980 will be less than is now expected.

The Labor Department article already referred to concludes that no substantial movement in that direction is going to occur. It states the view that "further reductions in working time are likely to be small during the 1970s," and this is the opinion of most forecasters.

Yet no thoroughly convincing case is made for that conclusion. In dealing with the subjective factors the article concedes that some weakening of the traditional work ethic has become evident. Then it goes on to state: "Nevertheless, the attitude that work gives purpose to life is much more widely held today than Aristotle's view that 'the goal of business . . . is leisure'." No concrete evidence is cited to support that impression.

The fact is that there is now a widespread tendency to question values received from the past. This is especially true among young people, who will be an increasingly important part of the nation's labor force. This may be an ephemeral mood, and it may be much less prevalent than is thought. If so, the assumption that reductions of working time will not be substantial in the 1970's may turn out to be correct. But if the change in mood is deep-seated, widespread and lasting it could turn out that expectations of economic growth in this decade have been considerably exaggerated.

Trends in the length of the workweek over the past century have not been such as to give us confidence that we can foresee closely what will happen in the future. One might think that increased leisure is one of the aspects of an increasingly affluent society, and might have been expected to occur rather steadily along with economic growth. But there have been some curious and not wholly explicable changes in trend.

From 1870 to 1900 there was no reduction whatever in the length of the average workweek, although this was a period of impressive economic development in the United States. Beginning about 1900 we had a 40-year period of decline in the workweek, at an accelerating rate. From 1900 to 1910 the reduction in weekly hours was 2 percent. Between 1910 and 1930, the rate of fall was stepped up to between 4 and 5 percent per decade. In the decade 1930 to 1940 (incidentally, the one decade in our history of practically no economic growth) the rate of decline reached 8 percent.

This 40-year period of accelerating decline in the workweek came to an end with World War II. In the prosperous 1950s and 1960s, the fall in working time was occurring at the relatively modest rate of about 2 percent per decade.

All that this history proves is that trends in the length of the workweek can change in ways that are not explicable in retrospect, much less predictable in advance. It is on this unsteady base that one of the pillars of long-term economic forecasting and planning must rest.

We will close by mentioning one fear about future developments. It has become the fashion, in some circles, both to deprecate our national affluence and to take it for granted. If these inconsistent attitudes should help to shape future developments, we might discover, in 1980, that we had more leisure when what we really wanted was more goods and services.

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VARIETY IS THE SPICE OF LIFE. Texas Instruments Incorporated cartoonist, Jim Chambers, interprets what Clark W. Fishel, Texins Association general manager, proudly calls "the most cost-effective, facilities-based recreation program in industry today." See if you can guess how many activities are pictured here.

RM Cartoon Contest

How many activities can you spot in that Wonderful World of Industrial Recreation pictured above? If you are accurate, you can win an attractive and unusual color sketch of your family suitable for framing. Here's how to do it.

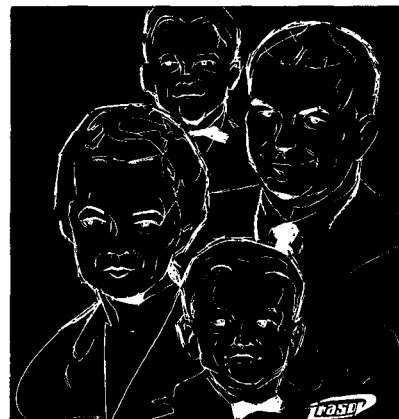
1. Using a colored pencil or red pen, place the matching number directly on or overlapping the character or item representing a club, activity, special event, facility, or equipment found in industrial recreation programs.

2. Maximum number of possible points is 62. In case of ties, duplicate prizes will be awarded.

3. All NIRA members are eligible, but are limited to one entry each except members of the Texins Association who are ineligible. Deadline: June 30, 1971. Winners will be announced in August's RM. All winners will receive a matted ink and water color drawing of their family, themselves or whomsoever they designate to be made from photos submitted by winners.

4. Tear out and Mail entire page to RM, Suite 234, 20 N. Wacker Drive, Chicago 60606. •

A sketch similar though smaller to the matted prizes for this contest of Jim Chambers, Texins Instruments cartoonist who drew the above pastoral, his wife Maxine and sons Scott (above) and Mark.



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11. R/C Model
12. Rockhounds
13. Rod & Gun
14. Ski
15. Tiger Flying
16. Wolf Hunting
17. Bass Club Fish

ACTIVITIES & SPECIAL EVENTS

18. Auto Racing
19. Basketball League
20. Bowling League

21. Flag Football League

21. Flag Football League
22. Language Class
23. Golf League
24. Group Travel
25. Guitar Lessons
26. Investment Class
27. Judo Class
28. Karate Class
29. Lecturers
30. Painting Class
31. Physical Fitness
32. Relaxation (after work)
33. Socializing
34. Softball League
35. Spectator (pointing)
36. Speech Class
37. Diving
38. Table Tennis
39. Tennis
40. NIRA booster
41. Recreation participants
42. Volleyball League

FACILITIES

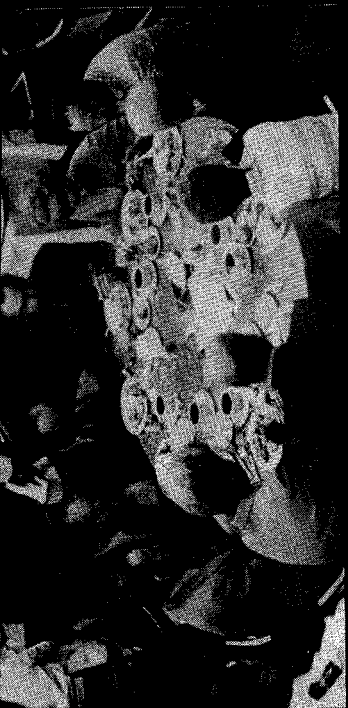
43. Television
44. Rental lockers
45. Diving board
46. Swim area
47. Snack bar
48. Steam room

EQUIPMENT

49. Airplane
50. Basketball
51. Bow and arrow
52. Billiard cue
53. Cards for Bridge
54. Chess sets
55. Football
56. Gym mat
57. Radio headset
58. R/C model flying saucer
59. Rifle
60. SCUBA gear
61. Softball bat
62. Volleyball

NIRA NEWS





THE OLD TROPHY'S G-T ME BLUES

Idea Clinic

by
George Sabine
Brookhaven Nat'l. Laboratory
and
Phil Fox
RM Staff Writer

Dust collects on the gold trophy

That we won when we were champs.

Do you think we could exchange it

For a book of trading stamps?

That a common song around your company? Year after year, the same awards presented for the same things in the same way can grow stale and lose effectiveness. Brookhaven National Laboratory Employee Recreation Association (BERA) solved this in a unique way which can very easily adapt to other companies' programs.

Generally speaking, BERA's awards program used to extend only to competitive winners who received a modest bauble symbolic of their achievements. When this appeared inadequate, BERA appointed an Awards Com-





ing to participate in the program. This is done by recognizing that all seasonal schedules are a different length, that some have greater or fewer participants than others and that weekly schedules vary from one to another. Activities with individual awards would receive from 700 to 1,800 points depending on the program and type of activity."

The awards have been designed to provide a choice between trophies and merchandise points to winning teams and individuals. Merchandise points will be awarded to each activity based on the number of participants, length of season and number of scheduled matches. Certificates will be issued to qualified winners chosen by the Awards Committee. Each employee can choose his award from a specially printed catalogue or wait to accumulate more points for a bigger prize. Each of BERA's activities has been asked to submit

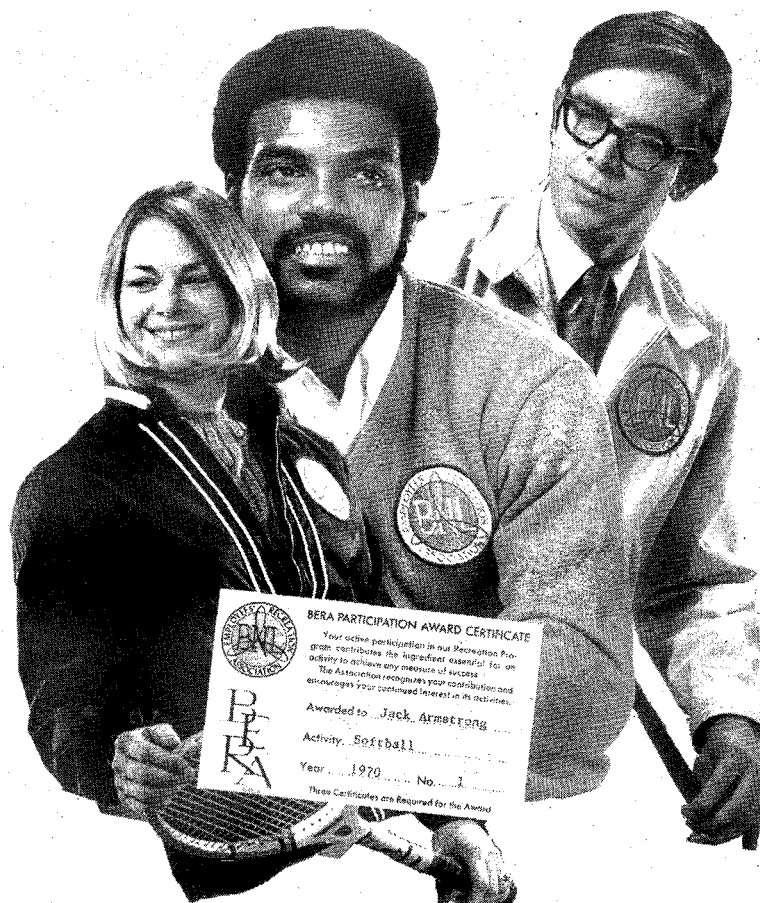
A sumptuous buffet (left) greets BERA's activities chairmen at a recent get-together in honor of their hard work. To supplement traditional trophy, plaque and certificate awards, merchandise prizes can also be won (below) with the presentation of a card. Winners can receive more valuable prizes by allowing their cards to accumulate similar to the way one accumulates trading stamps.

mittee to look into revitalizing the program. This Committee thought of recognizing as many deserving people in as many activities as practically possible, done fairly, and with out-of-the-ordinary prizes.

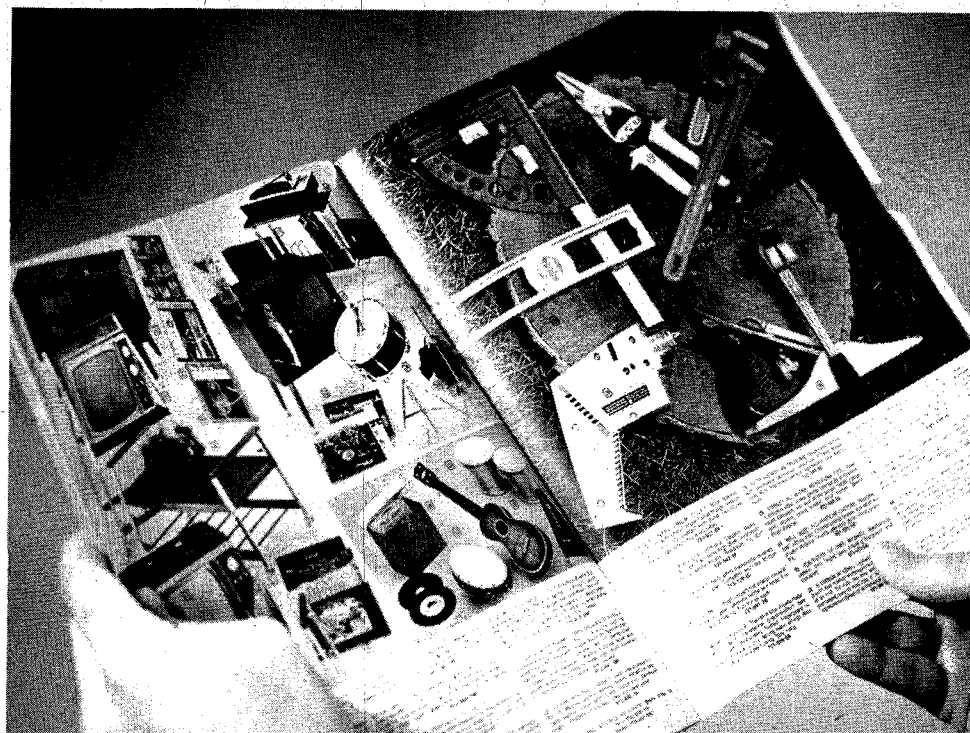
"This was done," explains Bob Fuchs, Committee chairman, "by upgrading the value of the trophies and by instituting a point system of awards. To complete the program, the chairmen of all activities and audience participating committees will be recognized for their work by special social events jointly sponsored by the Awards Committee and the BERA Board. The new program in addition will provide recognition to all participants who actively give a fair amount of their time and effort to the activity.

FAIR DISTRIBUTION

"The new point system makes possible a fair distribution of awards to all activities wish-



Merchandise prize catalogues (right) can be produced for distribution to program participants with the aid of a merchandiser who may have such catalogues in hand ready for the recreation club to imprint its own name on the cover or to print a special cover.



recommendations for a definition of *active participant* to help establish guidelines and scheduling for participation awards. Active participants breathe life into any program and should be given recognition.

UNIQUE ACTIVITIES

The Awards Committee found a handful of unique activities: movies, concerts, special events, art exhibits. Each has a small working committee which had usually been rewarded by a pat on the back. BERA decided to turn the table and put on a free show for the committees.

Regardless of how activities choose their chairmen, these chairmen are largely responsible for the conduct of their programs. The Awards Com-

mittee had no hesitation in acknowledging their efforts; but how? Trophies, wall plaques, scrolls, even a medal for valor were considered and eschewed. It was finally decided to give an annual Chairmen's Get-together. One has already been held for 39 chairmen who served last year.

BERA's new awards program was announced at the beginning of the year in a two page spread in the Brookhaven Bulletin. The announcement was enthusiastically received by employees both in and not yet in the program. So far, we have heard nothing but compliments. The only "criticism" levelled was that "... must be wealthy ... has unlimited funds ...". Obviously, the illusion is not

accurate. One of the reasons it took us so long to institute the program was our financial concern. How much will it cost? Can we afford it? We found we could adopt this system for not much more than our trophy system cost.

WORKING ALREADY

However, it's working already! While we were reasonably sure of its impact on certain highly organized activities, we were guessing on its value to many others. We *thought* rewarding participation would stimulate interest. But would it?

Now we *know*—it has! We have heard from a few of our established activities who haven't done anything for more than a year. The mem-

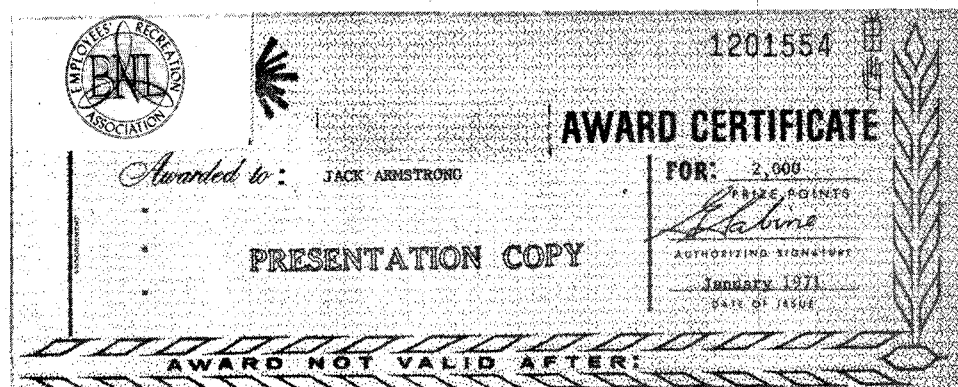
bers want participation awards and so have prodded their chairmen to activate their programs. In one case, this stimulus resulted in the scheduling of a 12 month agenda.

It's spurring the development of new programs, too. Our joggers, swimmers, badminton players and weight lifters have made requests to take part. As a result they are organizing now planned programs with specific goals.

BETTER SYSTEMS

It is fostering better systems. To receive recognition an activity must provide certain specific information to the Awards Committee. Those activities whose housekeeping perhaps left something to desire are now more concerned with developing systems they should have had some time ago.

These are just a few examples of worth our new awards have evidenced so far—and we're still counting. ●



(Left) A sample of a presentation copy of an award certificate.



Training volunteer camp staff

By Virginia Gillespie
Chico State College, Ca

Reprinted from *Camping Magazine*.
Illustration courtesy *Camper's Digest*.

Many smaller camps, particularly church and small agency camps, depend wholly or in part on volunteer counselors for resident, group, or day camping. There is little material available on volunteer training, and most volunteers receive little preparation for their jobs in camp. This article will attempt to give some suggestions to be kept in mind for volunteer training.

Before deciding what kind of, and how much, training to give volunteers, selection of the volunteers themselves must be considered. We need to know why a volunteer has committed himself or herself to working in camp. The reason for caution is the fact that many volunteers are pressured into assuming such duties. Parents may be "forced" to volunteer so their children can have camping experience. They may feel pressure from other adults. Or they may have financial pressures to participate.

Such individuals usually are not receptive to training. They are often resistant to suggestion and find it difficult to assume their camp roles. Some have no conception of control when it comes to groups of campers. Some are unable to deal with their own children as part of groups. Some find the lack of privacy new and intolerable. Volunteers who indicate they have such feelings, or who exhibit personal problems, unusual personality quirks, or poor communication with their own children, should not be accepted as staff members.

The useful volunteer is one who comes with an interest in children, enjoyment of the out-of-doors, and a flexible attitude. This kind of leader usually gains more from the experience and carries out duties in a mature and even professional manner.

Most volunteers in today's camps are either mothers or teachers. The different experiences of each make it advisable to structure training so as to take advantage of their abilities, and to make up for experiences they may lack.

For example, mothers are usually at ease with groups of children, and are flexible enough to weather unusual events. Areas in which their training should be concentrated are those dealing with camp routines, organization of time, and dealing with individuals who have specific problems. Teachers and other professionals have usually had this type of training, but may need assistance in being flexible about programing, coming up with spontaneous ideas, and being relaxed with campers.

The primary need in training is for instruction and experience in human relationships, adjustment in living with others, accepting and understanding others. It is not always easy to train individuals in these skills, especially as they grow older. But volunteers should understand the need for a relaxed attitude in camp and the necessity not to "hassle" over little things.

Some specific suggestions for volunteer preparation are:

1. As much as possible of the routine information should be distributed in written form well before camp or training sessions are to begin. Information about schedules, meals, mail, time off, and so on, should be mailed to volunteers so that they can read at leisure and formulate any additional questions they have. They can thus absorb at their own speed a picture of life in camp, and have a clear basis for questions they need to ask during training sessions.

2. Training sessions should be de-

voted to three areas:

Actual Camp Situations: The volunteer needs information relating to the camp as it actually operates. It will be more effective to discuss giggling and talking by girls at rest period, or pushing and shoving by boys at mealtime, than to present a general lecture on personality problems and how to deal with them. This does not preclude a discussion of behavior problems. But since we cannot aim to train these volunteers as psychologists, we should equip them to deal with ordinary happenings with children and let them refer more serious difficulties to the appropriate staff member.

Camp Living: It is of great importance to help volunteers perceive the difference between camp life and home life. Loss of privacy is a serious adjustment, especially for women. Other such adjustments which will need discussion are restrictions on smoking, constant questions and conversation of youngsters, absence of a kitchen or other place to grab a cup of coffee, dress requirements and lack of opportunity to take off and go shopping.

Camp life is intended to be relaxed with more decisions made by campers than may be allowed at home. Staff members need also to be prepared to deal with minor objectives of camp as well as major ones: camper interest in "off-beat" activities; individual differences in dress, values, and ideas of accomplishment; and readiness for creative and flexible change.

Specific Skill Training: Training is needed, first of all, in specific areas such as campcraft, arts and crafts, nature, sports and water activities, and general cabin program. The need, however, is not for perfection within the skill, but for the ability to motivate campers towards future enjoyment of the skill. Staff may have no strong need for chopping down trees, or sleeping out at night, but this does not mean that campers should not learn the enjoyment and excitement of such activities.

Training, then, becomes an interaction of interested, enthusiastic participants rather than highly skilled craftsmen. It is hoped that a relaxed atmosphere in training sessions and a realistic approach to the content of each session will produce more and better trained volunteers. Under such circumstances both staff and campers will gain more of the fun and learning to be found at camp.

—Miss Gillespie is president of California Central Valley Section, ACA.

Employee Theft Control

Suggestions from Pinkerton's the international detective agency

Employees pilfer and steal an estimated \$4 billion annually from their employers according to F.B.I. statistics. That is enough to wipe out three to seven percent of all the businesses that fail yearly.

If employee theft can so devastate an entire firm, it certainly can greatly damage a recreation program. Henry C. Neville, vice president of Investigations, Pinkerton's, Inc., believes that employee honesty is management's responsibility. Elimination of temptation eliminates theft, he asserts. He makes the following suggestions to recreation administrators:

1. **Storage facilities of valuable inventories**—such as electronic equipment, pharmaceutical products, automotive parts, appliances, food and beverages. To protect such areas, consider the use of caged enclosures or closed cribs with locks; limit the number of keys issued and then only to authorized personnel. Maintain a running inventory. The objective is to restrict access and traffic where such materials are stored.

2. **Tool cribs.** Establish a check-out system requiring employees' signatures for the use of tools; this shifts the burden of responsibility into the employees' hands.

3. **Precious metals or raw materials storage.** Such areas should be professionally guarded; visitors to the area should be escorted by the guard; photo and/or color identification cards for authorized personnel should be used and the area should be enclosed and locked.

4. **Outdoor storage.** Use of regular security patrols and neat maintenance of materials to insure good viewing will be a great aid. At Pinkerton, we recommend against outdoor storage, having experienced case histories documenting the theft of 200 pound items.

5. **Dock loading platforms.** Prohibit drivers from wandering; require drivers to remain in designated area; use fencing where necessary; proper lighting is a deterrent; close inspection of carrier seals before loading or unloading is recommended. Special care should be taken on "return merchandise"—security patrol of this highly vulnerable area is very important.

6. **Waste & scrap disposal.** Inspection of material being moved and sales documentation by guards will prevent loss.

Laxity of internal control often invites employee theft. For this reason, we recommend periodic internal surveys to our clients. Your financial affairs are audited, executives have annual physical check-ups,

why shouldn't the company have an internal survey?

An internal survey is an examination of operations. It is not the task of Pinkerton's to tell a client how to run his business, but we do tell him how his business is being run. During an internal survey, daily reports inform the client of a multitude of everyday business problems, such as operational difficulties, excessive waste, carelessness, safety hazards, and employee thefts.

Should an internal survey—or your year-end inventory, for that matter—turn up "unexplained losses," what immediate steps should be taken is frequently asked of Pinkerton executives. We suggest the following three steps:

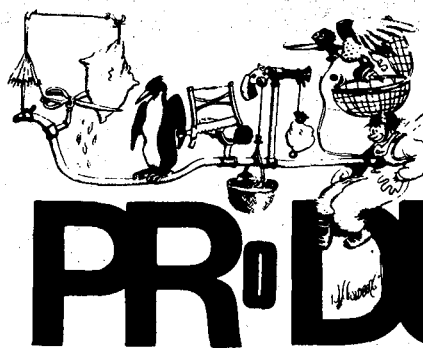
1. Launch an immediate and thorough investigation to determine the causes of the shortages. The use of professional investigators trained in internal survey and surveillance operations usually offers an objective and economic way of identifying the causes and individuals responsible. The professional investigator is trained to seek the evidence needed to apprehend the thieves and bring them to trial.

2. Place uniformed guards in key locations. Insist that they walk foot patrols throughout the day and night, and consider installation of electronic alarm devices in locations where materials of high value are stored.

3. Consider the practicality of reviewing anti-intrusion alarm systems with a professional security expert. Such systems cannot protect merchandise in remote warehouses and storeroom locations which are not normally covered by guard patrols.

Actually, the amount of editorial space given to dramatic new electric "bugging" devices, and measures to combat them, is misleading. Although the demand has grown substantially in the past few years, it is still only a small fraction of the growing volume of investigative work ordered by commerce and industry.

When a firm retains an investigative service, the assignment is usually to uncover specific problems, or identify losses. However, in reality, the growing demand is for the wider range of investigative services, from complete internal surveys designed to determine areas of profit loss to simple one-day job applicant background investigations. Because companies have realized that the training of employees costs valuable time and money, background checks have become an accepted practice in the recruitment of personnel and in selecting those already employed for positions of greater trust and responsibility.



NEW PRODUCTS

Mostly camping and outdoor stuff this issue.

GIZMOS

New pickup tent from Thermos Division, King-Seeley Thermos Co., Norwich, Conn., is made to fit most pickup truck models and has a fiberglass rib frame. It is 8 feet 4 inches long and 5 and one-half feet wide with full headroom. It resists mildew, repels water. Write the manufacturer for nearest dealer.



A one-piece cleat, designed by Otho Davis, head trainer, Duke University Blue Devils, is manufactured by Du Pont to give better lateral traction in fast directional changes and to reduce the number and severity of ankle and knee injuries to football players. The surface area is great enough to prevent penetration into the turf, allowing the heel to move in case of a side blow to the leg. An angled slot lets the player "cut" with the same ease as conventional two-piece models. Write Du Pont, Wilmington, Delaware 19898.

From Gold Medal Products, 1825 Freeman Ave., Cincinnati 45214, matching vending machines. The low-cost machines feature decorator-styled walnut woodgrain finish, quiet trouble-free operation, illuminated product transparency. Plugs into any 115 volt outlet. Write directly to J. C. Evans, vice president.

E. F. Johnson Co. has announced a new solid-state citizens two-way radio, the Messenger 120, with built-in selective calling. Citizens band users can now have their own private signaling systems without using external accessories. The reedless selective calling circuits have locked-in code tones that respond only when signaled by another unit with the same code. Unit costs about \$150. Write the manufacturer, Waseca, Minn. 56093.

Faultless Golf Products has developed computer formulated golf balls that match conventional balls in feel, click and distance while giving the balanced accuracy only a solid ball can offer. . . . Reynolds Metals has begun the manufacture of aluminum bats made from new alloys for official softball and Little League play that may offer greater durability and safety than conventional bats.

Snow, rain, hail or hot sun does not impair the efficiency of the Rothe Barbecue Grill which is foundry cast, indestructible and more permanent than an all-stone masonry installation in parks and picnic areas. The cast iron construction retains heat as do accom-



panying iron trays. For more details write Rothe Foundry Co., 620-630 University Ave., Green Bay, Wis. 54305.

LITERATURE

Camping in the National Park System, booklet, Sup't. of Documents, Washington, D.C. 20402. Lists parks, regulations, prices. 25¢

Outdoor Recreation Research (1970 edition) catalogue, Sup't. of Documents, Washington, D.C. 20402. Digests 427 research projects on resources, economics and participation. \$1.25

The Hunter and Conservation and Gun Comp, booklets, National Shooting Sports Foundation, 1075 Post Road, Riverside, Conn. 06878. The former is summary of contributions of hunters towards wildlife ecology, sells for 10¢. The latter, a documented reference to Gun Control Act for shooters, collectors and dealers, \$1.

Togetherness at Sea, booklet, Home Lines Agency, Inc., 42 Broadway, New York 10004. Planning group cruises. Free.

Protecting Your Business Against Employee Thefts, book, by L. R. Nader, Pilot Books, 347 Fifth Ave., N.Y. 10016. \$2.

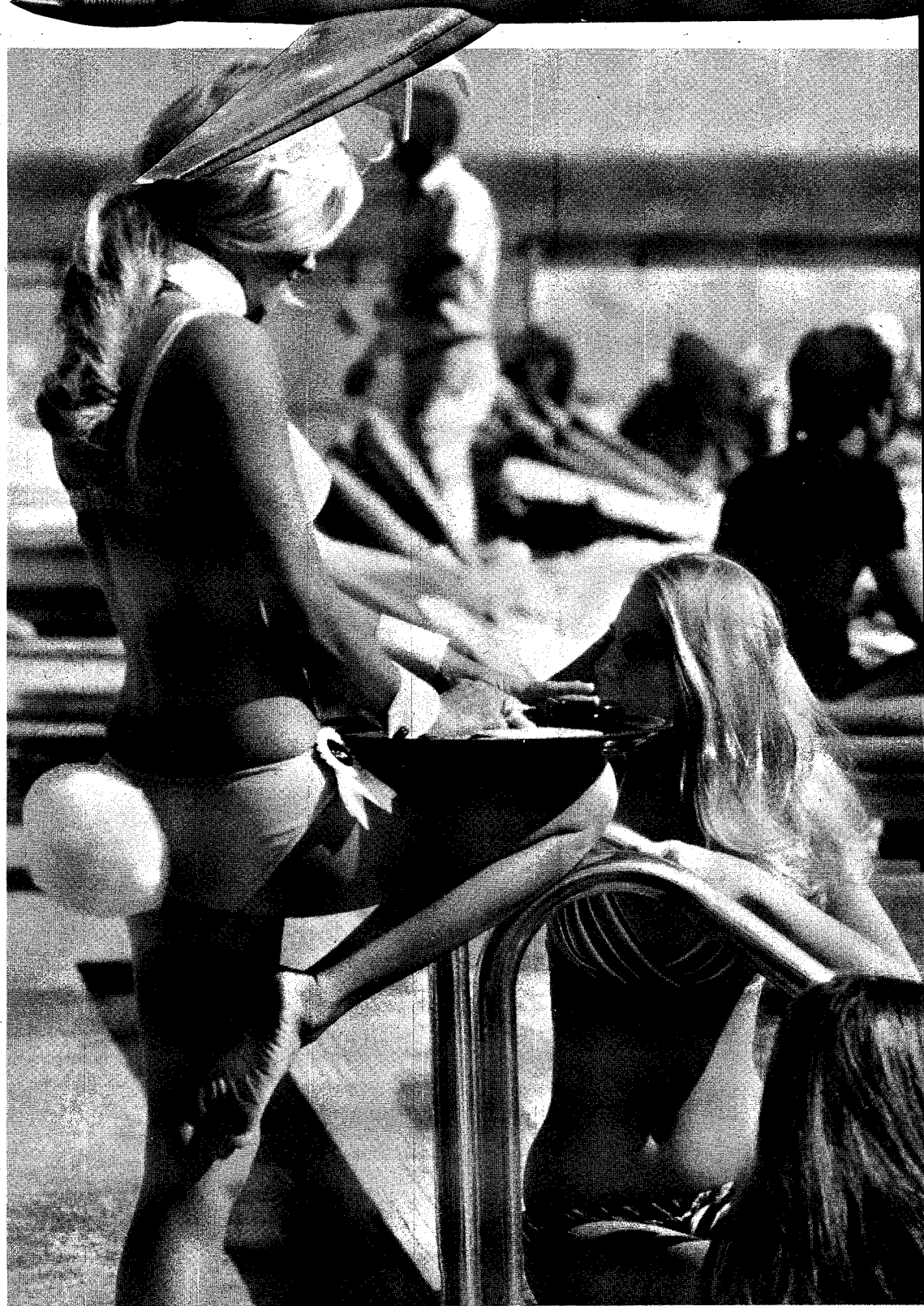
Proven Fishing Methods & How to Filet Fish, booklet, Normark Corp., 1710 E. 78th St., Minneapolis 55423. 25¢.

How to Repair Fiber Glass Boats, manual, Fiber Glass Div., Ferro Corp., Fiber Glass Rd., Nashville, 37211. \$3.

1971 catalog of Camping Publications, American Camping Association, Bradword Woods, Martinsville, Indiana 46161.

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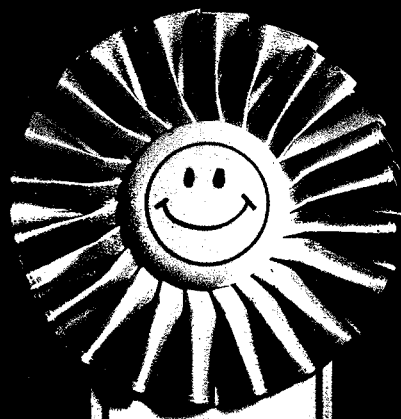
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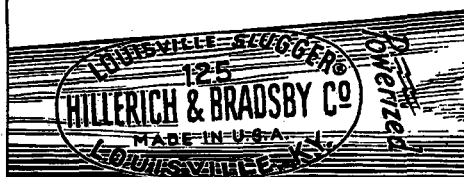
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A COMPANY PRESIDENT CHALLENGES RECREATION PROFESSIONALS. An outspoken report on industrial recreation from the management chair by S. W. Burris, president, Lockheed Space and Missiles.

IDEA CLINIC. How to put together an employee rodeo by the man who did it in the unlikely location of Detroit, Sherm Forbes, Oldsmobile.

WINTER ACTIVITIES PLANNING GUIDE. A list of winter sports and doings and referral to services and equipment.

AND MORE . . .

PUBLICATIONS FROM NIRA

The following pamphlets are available from NIRA HQ, 20 N. Wacker Dr., Chicago, 60606.

Bulletin Boards — A guide to bulletin board management. 25¢

Institute of Recreation Advancement and Development — Course of study, management and program manual. 207 pp. \$2, members. \$2.30 non-members.

How to Organize and Manage Tournaments — 36 pp. \$2.25/\$2.60.

Standard Sports Areas — 64 pp. \$2.25/\$2.60.

NIRA Master Program Data Survey — 36 pp. \$45/\$51.75.

RM 1970 Buyers Guide — 50¢

Top Management Speaks — 26 pp. \$1.25/\$1.45.

PUBLISHER'S NOTE — If you looked at this issue's masthead and were wondering—No, we do not have a new editor. Due to circumstances beyond our control our editor has changed his name to Yuri Rasovsky, which, he says, was his original family appellation. Why anyone would discard a good American name like Ira Rasof is beyond us, but there's no accounting for taste.

CLASSIFIED

After this issue classifieds will be run for want ads only. **RATES:** regular type—15¢ per word. Copy must be received by the 5th of month preceding issue in which ad is desired.

Woman, age 30, six years as U.S. Army Special Services rec. director. Executed hundreds of youth, wives, community and soldier programs. Responsible for personnel supervision, maintenance, facility improvement, budget, reports, program. Experienced swimming instructor. B.A. degree. \$9-\$10,500. RM Box 242.

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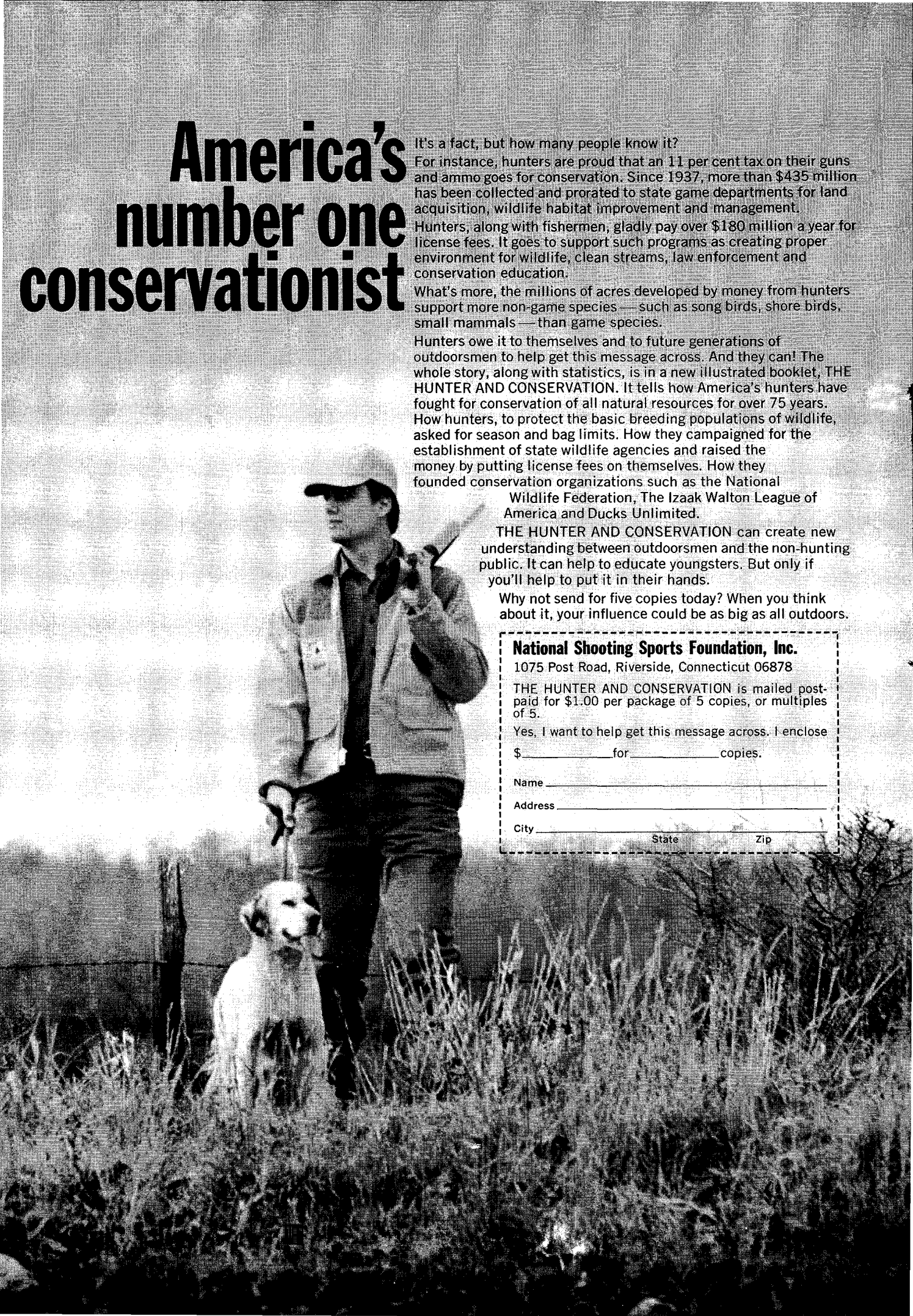
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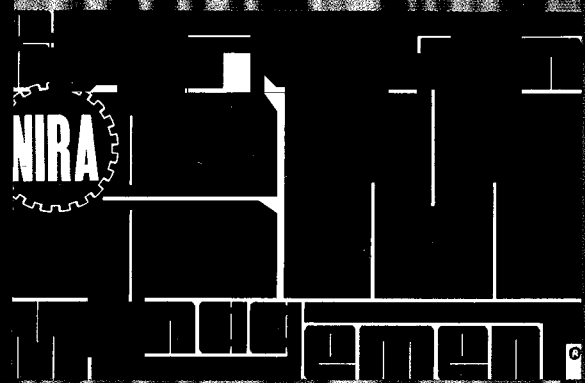
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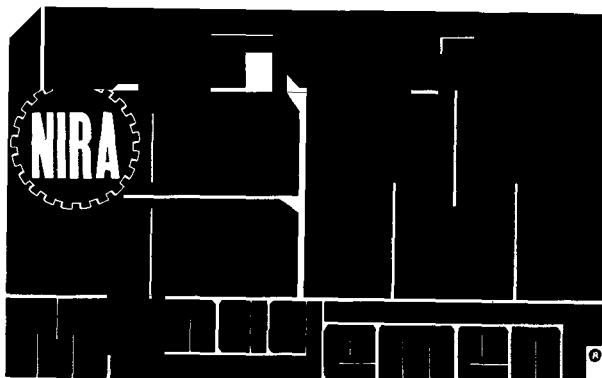


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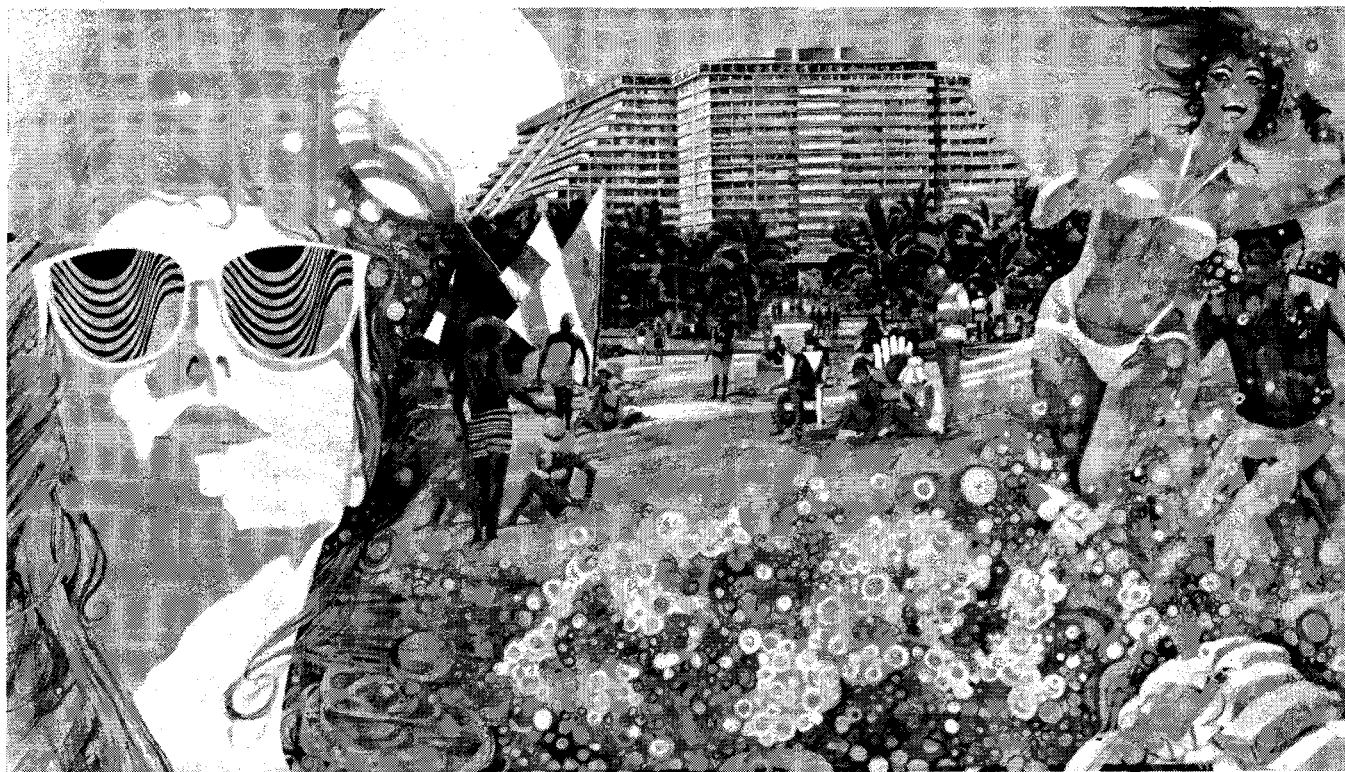
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the back fence . . .

Chances are most shooting sportsmen have cleaned and placed in storage at least one firearm, probably more, and are satisfied their firearm is protected until the next hunting season. In so doing, many have given their guns the utmost attention, or so they think. They've taken every possible precaution against evils from without, giving no thought to the damage they have invited from within.

Certain procedures still persist in the minds of gun owners when it comes to storing firearms; unfortunately some of these procedures are wrong. Shooters believe in shielding guns from the elements, wrapping them up tightly so that not even a particle of dust can penetrate their protective covering. In following this procedure, shooters are encouraging a more deadly enemy—rust.

A gun that's been sealed in an airtight container, whether a regular case or a sleeve of plastic, is sure to sweat when temperatures change, resulting in rust and corrosion on all metal parts. The same chemical reaction takes place when the muzzle of a firearm is plugged with a rag or cork to keep out the dust. The result is a pitted bore.

Another mistake the overly-protective gun owner makes in cleaning his firearms is to apply too much oil to moving parts. If he doesn't remember to wipe them clean next fall when temperatures drop, he winds up with a jammed gun. Such are the fallacies of gun cleaning and storage. Proper procedure calls for a thorough cleaning of the bore and all movable parts, followed by a light coating of oil on the latter.

Under no circumstances should the muzzle of a firearm be plugged. This cuts off air circulation and invites condensation. The same is true of airtight storage containers, including gun cabinets. Make sure yours is ventilated. (Incidentally, if the plug slips into the barrel and is forgotten, a dangerous situation is created. The next time the gun is fired it could ruin the barrel, or worse.) A gun case with a partially open zipper may seem to be a solution to the condensation problem, but

there's another hazard to consider. Fur liners in such carrying cases will drain the oil from wood stocks.

What is the best procedure? Savage Arms suggests you store your guns in a cool, dry area of the house, either in a ventilated cabinet or closet, or on a wall rack. Wipe them occasionally with a silicon or oily cloth. That's all the protection they need.

—John Marsman, Savage Arms

This following report was compiled by the Development Planning Council of Discover America Travel Organizations during its June 25 meeting in Washington, D.C.

Air travel, bus travel, rental cars — the Council found 1971 traffic about the same as 1970 with a possible growth of not more than 2 to 3 percent. Short-range travel — Radius of about 300 miles from home is showing strength. Good business in visits to beaches, sightseeing attractions and resort areas within 300 miles of home.

People are out spending money — But the trend is toward the short-range, spur-of-the moment, mini-vacation. Travelers are less likely to make advance reservations; not likely to make long-range commitments. Canada benefits from soft U.S. economy — Travel from the U.S. north is strong and is based on traffic from people living within 300 miles of the Canadian border.

1970 was a record year — And 1971 will probably exceed 1970 by 7 to 8 percent. The advantage of operating hotels, tours or rental cars in overseas countries is most apparent when there is a recession in the U.S. The strong economies of many overseas countries in 1971 helps U.S. multinational companies show profitable results.

Domestic travel industry companies which cater to foreign visitors are showing strength—Operators of sightseeing tours in gateway cities are profiting by a 10 percent increase in foreign visitors. Foreign traffic may represent 20 to 30 percent of total business in these cities.

Reports the Industrial Relations News, the four-day work-week will not be the panacea for labor problems that its proponents have promised, a number of authorities maintain. The latest dissent comes from Thomas K. Connellan, research associate and director of

professional programs, University of Michigan Bureau of Industrial Relations.

He says, "Too many organizations will seize on the four-day workweek as a cure-all for absenteeism and turnover. While it is possible that such a novel work schedule will have a short-term effect—perhaps even for as long as several years—it should be remembered that absenteeism is not the basic problem, but rather a symptom." Connellan says that the basic problem is that many people have little or no interest in their jobs. RM agrees and hastens to add that, through industrial recreation, management has far greater chance to build positive employee identification with the company than by offering him more time away from the plant.

Today, about 55 percent of the U.S. 10,000 or more golf courses are semi-private or municipal, serving the public on a daily fee basis, says the American Society of Golf Course architects. There are nearly 400 courses presently under construction. Because of rising operating costs, more courses are opening to the public.

Increased disposable income and greater leisure time have boosted personal consumption expenditures for recreation 98 percent in the last decade, and about 600 daily and weekly newspapers this summer are expected to capitalize on this trend with special supplements on outdoor living, according to the Bureau of Advertising.

British Overseas Airways Corporation, Pan American World Airways and Trans World Airlines recently announced agreement to consolidate their individual international passenger tariff manuals into a single publication, to be called the "Air Tariff." Target date for the initial issue of the consolidated tariff is November 1, 1971.

Big game hunting prospects in Alaska and Canada this year are generally good to excellent, with any lows more than offset by game highs elsewhere. Some bad news comes from parts of the border country, particularly Ontario where severe winters and deep, late snows cut sharply into the white-tailed deer herd.

But throughout most of the North, there are good to excellent populations of deer, moose, elk, sheep, mountain goats, black bear and caribou, within their respective ranges. The highlight this year continues to be moose. ■



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a new concept in group and incentive travel.

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And because Winchester Adventures is a subsidiary of Olin Corporation, the financial integrity of every group program we organize is fully assured.

Instead of planning "just another vacation" for your organizations, let Winchester Adventures explore a program perfectly suited to your special requirements. It will be a rewarding encounter with adventure your groups will remember with pleasure for a lifetime.

Africa

Varied camera-and-sightseeing safaris throughout the best of East Africa, the Congo, and Ethiopia. Or exclusive Wing Safaris that combine air charter with famous game lodges or luxury tented camps. Plus unequalled sporting safaris for hunters and fishermen, including the finest Big Game hunting, or lake and deep sea fishing.

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Get into the world of underwater adventure, ranging from the fabled Aegean, to the Bahamas and Caribbean . . . the treasure-strewn islands of Amerigo Vespucci, Henry Morgan, and Captain Bligh.

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Amid the lush Colombian jungle, see an Archeological Park that rivals the mysteries of Easter Island or ancient Peru. The stone-hewn testament of an unknown people who flourished five centuries before the Roman Empire.

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The world of Winchester Adventure for entire family groups. Families come together and discover each other while exploring legendary ruins, through underwater diving, or on the rivers, plains, or mountain trails of the North American Wilderness. Each Family Adventure fully-

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Trout and Salmon fishing from Argentina to Alaska. Tarpon and Bonefish in Central America and the Bahamas. Deep Sea fishing in Mexico and the Caribbean. It's a sportsman's world at Winchester Adventures with superb local accommodations perfect for every group.

Hunting

The Big Game of Africa, Alaska, and North America. Or the stylish challenge of bird-shooting in Mexico, Czechoslovakia, or Scotland. The world's finest hunting grounds are yours for the asking, with personalized arrangements for every group.

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To find out about the Winchester Adventures group tour of interest to you, please fill out and mail this coupon. (*Minimum number of persons per group: 6).

NAME _____ TITLE _____

COMPANY NAME _____

ADDRESS _____

CITY _____ STATE _____ ZIP _____

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Mail to Winchester World-Wide Adventures, 150 East 58 Street, New York, New York 10022. Attn: Director of Marketing.

All you need to know about the outdoor world.

WINCHESTER
WORLD-WIDE
ADVENTURES

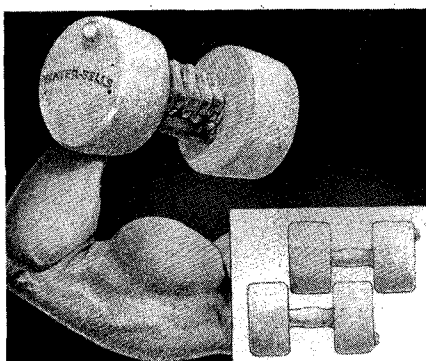


(212) 752-3880

new products . . .

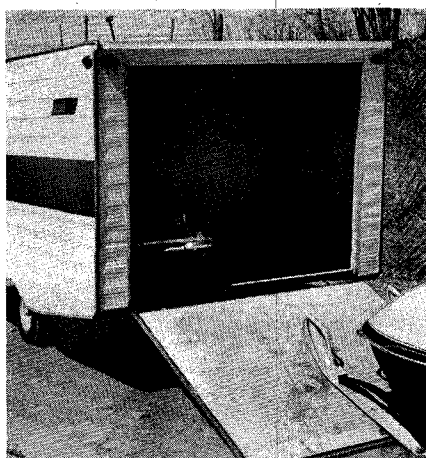
Lund American, Inc., manufacturer of aluminum and fiberglass boats, has introduced an ice-fishing shelter/sled combo. The sled is ideal for towing gear while ice-fishing, deer-hunting and other outdoor winter activities. Sled may be towed manually or with snowmobile or all-terrain vehicle. There are two models: one features hinged doors (list price \$69.95 F.O.B. Shell Lake, Wisconsin) and the other features snap-on canvas top (list price \$39.95 F.O.B.). For free additional information, write Lund American, Inc., Shell Lake, Wis. 54871.

For the young man on the go and the young-at-heart stay-at-homes too, Water Bells are hollow plastic Dumb-Bells that weigh only ounces and can be easily tucked into your luggage when traveling. Filled with water they weigh 5 lbs. each, or 7 lbs. each when filled with beach sand. Made of non-marring extra thick polyethylene, they cost a fraction of the price of iron dumbbells. Money back guaranteed. \$3.50 a pair, includes postage and handling. Write Water-Bells, 15405 Bear Creek Rd., Boulder Creek, Ca. 95006.



The Fitness PowerTrack 500 is designed for indoor use and allows the physical fitness enthusiast to do his road work right in his own home or office. The unit is electrically powered, with adjustable speeds from a slow walk to a full jog. The "Stow Away" unit folds away easily when not in use. Fitness Industries, Inc., Leeds, Ala., markets a complete line of powered treadmills, including heavy athletic trainer models in use with many of the nation's college and professional athletes.

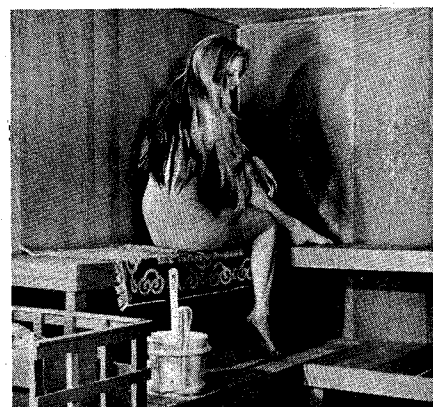
Balco, Inc., Ladysmith, Wis., announced the introduction of a new, completely enclosed snowmobile storage van called "Securiti-Van," a triple



purpose hauler, being utilized as a theft proof snowmobile trailer; an off-season storage garage for snowmobiles and many other items; and a camping trailer capable of sleeping four people. It includes a heavy duty loading ramp with a no-freeze hinge, inside 12-volt light, pre-finished aluminum exterior, with a pre-finished wood panel interior, ski guards to protect the front wall, and an extra wide, six-foot, eight inch unit, so that even the largest snowmobiles can be easily loaded and unloaded.

Am-Finn Sauna, Inc.'s Mark 810 model is designed specifically for establishments catering to large numbers of people. Featuring 80 square feet of floor space, the jumbo sauna accommodates fifteen bathers sitting at one time. Interior walls, ceiling, floor, bench and heater fence are all constructed of K. D. redwood. Unit shipped with all sections pre-fabricated and pre-wired for easy installation.

For further information, write: Am-Finn Sauna, Inc., Haddon Ave. & Line St., Camden, N.J. 08103.



Digest Books, Inc., Northfield, Ill., publisher of sports and nostalgia books, has released its fall 1971 publishing schedule. In the sports category, Digest's fall program includes:

1972 Gun Digest, 26th Anniversary Edition, edited by John T. Amber, 480 pp. (32 in color), \$6.95 retail (Aug., 1971);

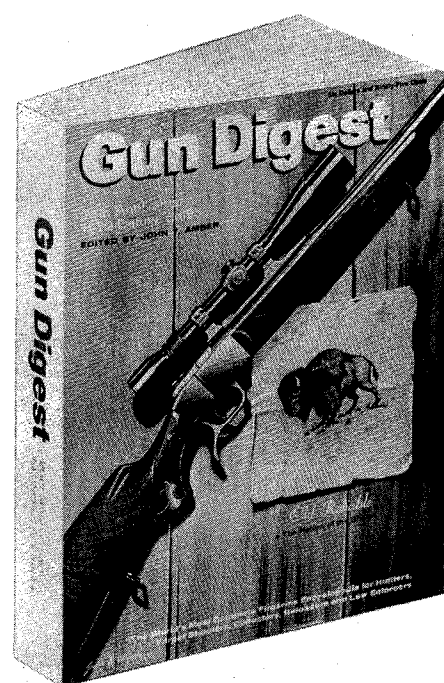
Archer's Digest, edited by Jack Lewis, 320 pp., \$5.95 retail (May, 1971); print order 60,000, advance sale over 35,000;

Gambler's Digest, edited by Clement McQuaid, 320 pp., \$5.95 retail (July, 1971);

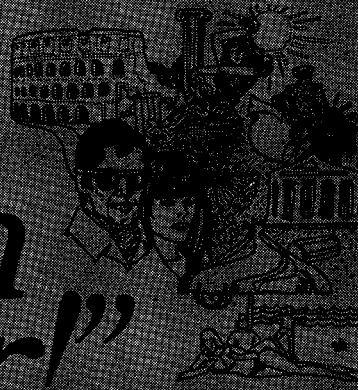
Guns Illustrated 1972, by the editors of Gun Digest, 288 pp., \$3.95 retail (Aug., 1971);

Bolt Action Rifles, by Frank de Haas, edited by John T. Amber, 384 pp., \$6.95 retail (Aug., 1971).

50,000, advance sale over 25,000.



"We move a million a year!"



Yes, that's our record this year—a million clients. And I'm here to add more and share the wealth with you. I'm Krikor B. Selian, with 20 years of experience in travel, now Founder and President of ETSIA Club Vacations. I'd like to prove we have the best value in the travel business—now available for your recreational programs. May we tell you more?

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Name and Title _____

Address _____

City _____ State _____ Zip _____ Phone no. _____

Name of my organization _____

Approx. no. of people in local organization _____

Destination _____ Departure date _____

Also, it might help to contact the person named below:

Officer's Name _____ Address _____

IF WE HAD WORLD ENOUGH AND TIME

Certainly, the success of the June National Conference is to a great extent due to the friends of NIRA who co-sponsored or otherwise assisted in carrying events through. In addition to the speakers who contributed excellence to the educational sessions, the record number of exhibitors and the Conference officers, certain friends and associate members contributed enough to warrant special recognition.

The Canadian Government Travel Bureau, which exhibited with NIRA for the first time, co-sponsored the opening banquet which took place at the Museum of Science and Industry during which Astronaut James A. Lovell, USN, spoke and narrated a film about the Apollo space program. The Bureau also arranged for an entertaining and informative address by John W. Fisher, S.M., "Mr. Canada," celebrated commissioner of the 1963 Canada Centennial Commission.

The closing dinner-dance was co-sponsored by Air Jamaica (1968) Ltd., also a first-timer. Besides helping plan a Jamaican menu for the evening, Air Jamaica presented a fashion show featuring its "rare tropical birds" and contributed Lord Smiley's Calypso Combo which also appeared earlier in the exhibit hall.

With NIRA, the Military Order of World Wars, the Navy League, and the USO hosted a military luncheon featuring an address by Rear Admiral Draper L. Kauffman, USN, and the voices of the Navy Bluejackets Choir. The sponsors also surprised the Association by presenting it with a special plaque in appreciation for its long service in recreation.

Flick-Reedy, a company member and long-time NIRA booster, assisted with the preparation of the Military Luncheon as well as co-sponsoring a Management Luncheon in which company President Frank Flick addressed the conferees. (So many requests have come in for the text of his speech that RM has scheduled to print a condensation in the October issue and NIRA has planned to reprint it in its entirety in a special booklet.

A Saturday night party in the exhibit hall was graciously contributed by the Hilton Hotels Corporation whose NIRA representative, Patrick Green, chairs the Association's Travel Council. A party the previous evening had the support of all exhibitors who also made available merchandise gifts for special drawings.

Ground transportation cars for officers and special guests were made

available by Econo-Car and Hertz. American Slightseeing, Inc. buses transported the ladies around town as part of the Conference women's program.

American Playground Device Co. hosted a hospitality party immediately preceding the "Goombay Braata" dinner dance which capped the activities.

With the help of Playboy, NIRA provided a special post-conference day at the Lake Geneva Playboy Club which featured many free activities.

The Bluejackets Choir which participated in the Military Luncheon was picked up by buses provided by the Continental Air Transport Co. and lunched through the courtesy of Kentucky Fried Chicken.

The Museum of Science and Industry allowed conferees to tour the Museum on an exclusive basis after the opening banquet. Capt. Lovell's film which was shown that evening was courtesy of Don Walker Productions.

We do not have adequate space to thank everyone who contributed to this, one of NIRA's more successful Conferences, in the pages of RM. Ah, "If we had world enough and time. . ." However, NIRA and the Conference delegates are aware and deeply appreciative of the many contributions. ■

A week in London for \$199.* Including Air Fare.

At prices like these, the employees of your company can go a long way together.

After all, \$199.00* for a week in London is less than half the price of the regular air fare alone.

Yet we include private-bath accommodations at a luxurious hotel in the heart of London, a lavish English breakfast every morning, sightseeing, and superb flight service on our big DC-8 super jets.

We can offer you so much for so little because we rent the whole airplane to your employee group. That way, we don't have empty seats and we don't have to charge for them (as other airlines do).

Hotels overseas are able to reduce their rates for pretty much the same reason.

What it adds up to, for your company's employees, is being able to travel together in this world for a lot less than going it alone.

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Holidays Fall/Winter 1970"

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|--|---|
| <input type="checkbox"/> Week in London, \$199.00* | <input type="checkbox"/> Week Air/Sea Caribbean |
| <input type="checkbox"/> 5 days/4 nights in Nassau, \$99.00* | Cruise from \$299.00* |
| <input type="checkbox"/> Week in Spain, \$178.50* | <input type="checkbox"/> 2 weeks in Hawaii, \$399.00* |
| <input type="checkbox"/> Week in Curacao, \$171.00* | |

Name of Company _____

Address _____

No. of People _____

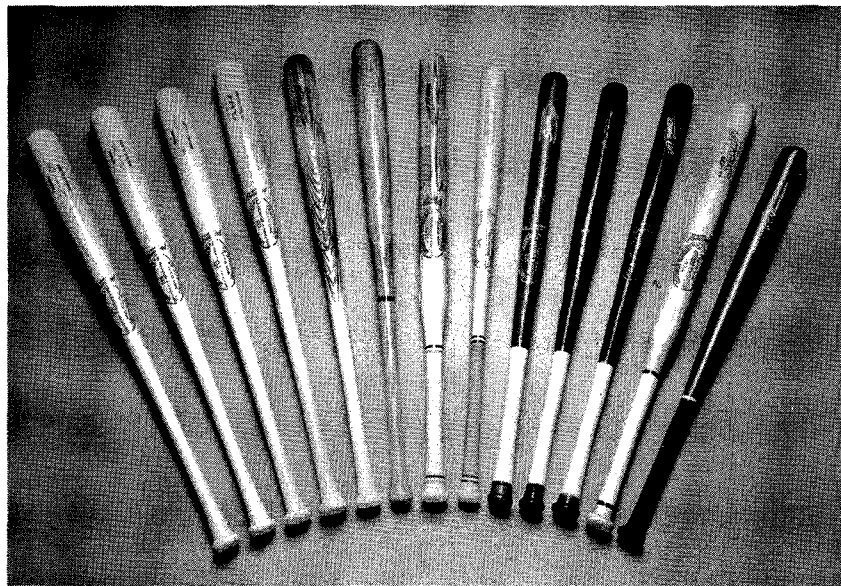
Approximate Time of Year _____

Individual in charge _____

*All prices based on full pro-rata affinity charter of 250 people round trip from New York with split charter groups acceptable. Rates from other cities on request.

R9

Conference Products



The Hillerich & Bradsby Co., of Louisville, Ky., incorporated many changes including new models, new finishes and new trim. All new, too, was a complete line of Engineered Aluminum Bats in a variety of finishes for softball, playground and recreational use, as well as for approved Little League play. Some of the models are shown above.

Capitol International Airways, the world's most experienced supplemental airline, offers employee recreation groups vacations at unheard of bargain rates to London, Spain, Netherlands, Rome, Paris, St. Croix, San Juan, Curacao, Nassau and Las Vegas.

For complete details contact Clifford Dancer at Capitol headquarters, Box 325, Smyrna, Tennessee 37167.

The new Acapulco Princess Hotel and Club de Golf, which opens in October, will offer some of the most unusual facilities for a resort hotel including Mexico's first air conditioned tennis courts, a swimming pool with underwater music, an open-air lobby with a lagoon, a color-coded luggage system and a million gallon water purification plant. Many of the public facilities have a unique twist or setting to them. One of the cocktail lounges is located on an island in a lagoon. Another bar is inside a cave under a waterfall. The lobby has a 16-story atrium. The restaurants face the Pacific Ocean. The night club has the setting of an Aztec pyramid to reflect Mexico's cultural heritage.



Unlimited free drinks and all meals for eight days, seven nights at the new modern Gran Vista hotel, Majorca. And a free, self-drive car with unlimited mileage. And a day island excursion with Majorcan lunch; an evening barbecue at a Spanish farm with unlimited wine and champagne. For less than \$100. And that's just one of the many Etsia Club Vacations to the Costa del Sol, London, Paris, Rome, to all popular holiday resorts. Each Etsia Club Vacation is crammed with extras. Only first-class hotels (with private bath) are booked. And the whole package comes at a low price unmatched by any other tour operator. Etsia Club Vacations Inc., 576 Fifth Ave., New York, 10036.

Now Winchester Adventures offers a whole new way for your groups to travel together into the wonderful world they live in . . . and experience for themselves the unparalleled thrill of self-discovery in some of the world's most fabulous outdoor locations; with activities from Wildlife Photography to Skin Diving and Archeological Explorations. Safe, fully-supervised outdoor adventures for everyone, with attractive prices for almost any size or type of organization.

Each Winchester Adventures group tour offers the finest in local accommodations, with every travel detail arranged down to the last worry-free item by people who know what adventure can mean to you . . . and who can take all the extra burden of planning and preparation off your shoulders.

Winter and Indoor Activities Planning Service

Listed below are several specific areas of winter and indoor activities, products and services. You can use this as a handy guide or you can key items of interest by letter and number on the coupon, detach and mail to RM for further information. Formerly, RM published only an itinerary planning guide twice annually. But this year, as an experiment, a Warm Weather and Crafts Planning Guide have been published in addition. Your comments would greatly help in making this feature successful.

GENERAL EQUIPMENT

A. ADMINISTRATION

1. lettering
2. emblems
3. embroidery
4. awards, trophies
5. clothing (referee)
6. stockings
7. coaching aids
8. horns
9. inflating needles
10. inflators, pumps
11. lanyards
12. megaphones
13. mouthguards
14. starting guns
15. stopwatches, timers
16. umpire indicators
17. whistles

B. ATHLETIC CLOTHING

1. gym suits
2. parkas
3. shorts
4. socks
5. stockings
6. award sweaters
7. sweat shirts, suits
8. T-shirts
9. trunks

C. GYM, EXERCISE EQUIPMENT

1. bags (equipment)
2. balance beams
3. barbells
4. bars (parallel, etc.)
5. bikes (exercise)
6. boards (slant)
7. boxes (vaulting)
8. cleaning equipment
9. climbing bars
10. climbing ropes
11. dumbbells
12. exercisers

13. exercise suits
14. hand grips
15. horses (vaulting)
16. indian clubs
17. isometric devices
18. lifting weights
19. mats, hangers
20. medicine balls
21. nets
22. palm guards
23. pulleys, pulley weights
24. pushballs
25. rings
26. rowing machines
27. shoes, sneakers
28. skip ropes
29. trampolines
30. trapezes
31. treadmills (indoor)
32. weight racks

D. HYGIENE

1. massage tables
2. mobile bath carts
3. mouth fresheners
4. steam room gear
5. saunas
6. towels
7. whirlpool baths

SPECIFIC ACTIVITIES

E. BASKETBALL

1. backstops
2. basketballs
3. basketball sets
4. goals
5. nets
6. pads and guards
7. racks, carriers (ball)
8. scoreboards
9. scorebooks
10. shoes
11. uniforms

F. BILLIARDS

1. balls
2. bridges
3. brushes, table
4. chalk
5. cloth
6. cue cases
7. cues
8. cue tips
9. cushions
10. racks
11. repair kits and table parts
12. tables

G. BOWLING

1. bowling balls
2. cleaners
3. clothing

Winter & Indoor Planning Service



Yes, I am interested in those tips checked below.
Please send me complete information about them.

ITEM(S)
(specify by letter and number)

Name Title

Company

Address

City State Zip

RM Planning Service

4. grips
5. grip wax
6. hand conditioner
7. lanes and equipment
8. pins
9. plugs
10. score books
11. scoring markers
12. shoes
13. wristlets

H. FOOTBALL

1. belt, flag sets
2. blockers, chargers
3. blocking sleds
4. charging sleds
5. cleats
6. cleat wrenches
7. decals (helmet)
8. face protectors
9. footballs
10. goal posts
11. helmet hangers
12. helmets
13. jerseys
14. linesman chains
15. markers (yard, goal)
16. marking machines
17. pads and guards
18. pants
19. score books
20. scrimmage vests
21. shoes
22. tees (kicking)

I. GAMES

1. bocce
2. boomerangs
3. chess, checkers
4. dartboards, darts
5. game tables
6. poker tables
7. shuffleboard table:

J. ICE SKATING AND HOCKEY

1. bags, cases
2. blade protectors
3. blade sharpeners/grinders
4. boots
5. caps
6. emblems
7. gloves, mitts
8. guards, pads
9. helmets
10. masks
11. pucks
12. rink liners
13. score books
14. skates, figure
15. skates, hockey
16. skates, racing
17. skirts ,
18. socks
19. sticks
20. straps
21. tights
22. timers
23. uniforms

K. MISCELLANEOUS SPORTS

1. fencing ,
2. handball
3. judo, karate
4. paddle tennis

L. SKIING

1. bags, cases
2. balancing, exercise devices
3. bases
4. bindings
5. blankets
6. boots, after ski
7. boots, ski
8. boot tightening devices
9. boot presses, trees
10. boot wax, preservatives
11. gloves, mittens
12. hand warmers
13. headwear

14. jackets
15. pants
16. parkas
17. poles, ski
18. poles, slalom
19. portable ski tows
20. safety helmets
21. shirts ,
22. ski masks
23. skis
24. ski sets
25. socks
26. straps, safeties
27. sweaters, ski
28. underwear, thermal
29. waxes
30. wax removers

M. TABLE TENNIS

1. balls
2. kits
3. nets
4. paddles
5. tables

N. VOLLEYBALL

1. balls
2. nets
3. posts
4. sets
5. standards

O. WINTER SPORTS, MISCELLANEOUS

1. bob sleds
2. ski sleds
3. snowmobiles
4. snowmobile wear

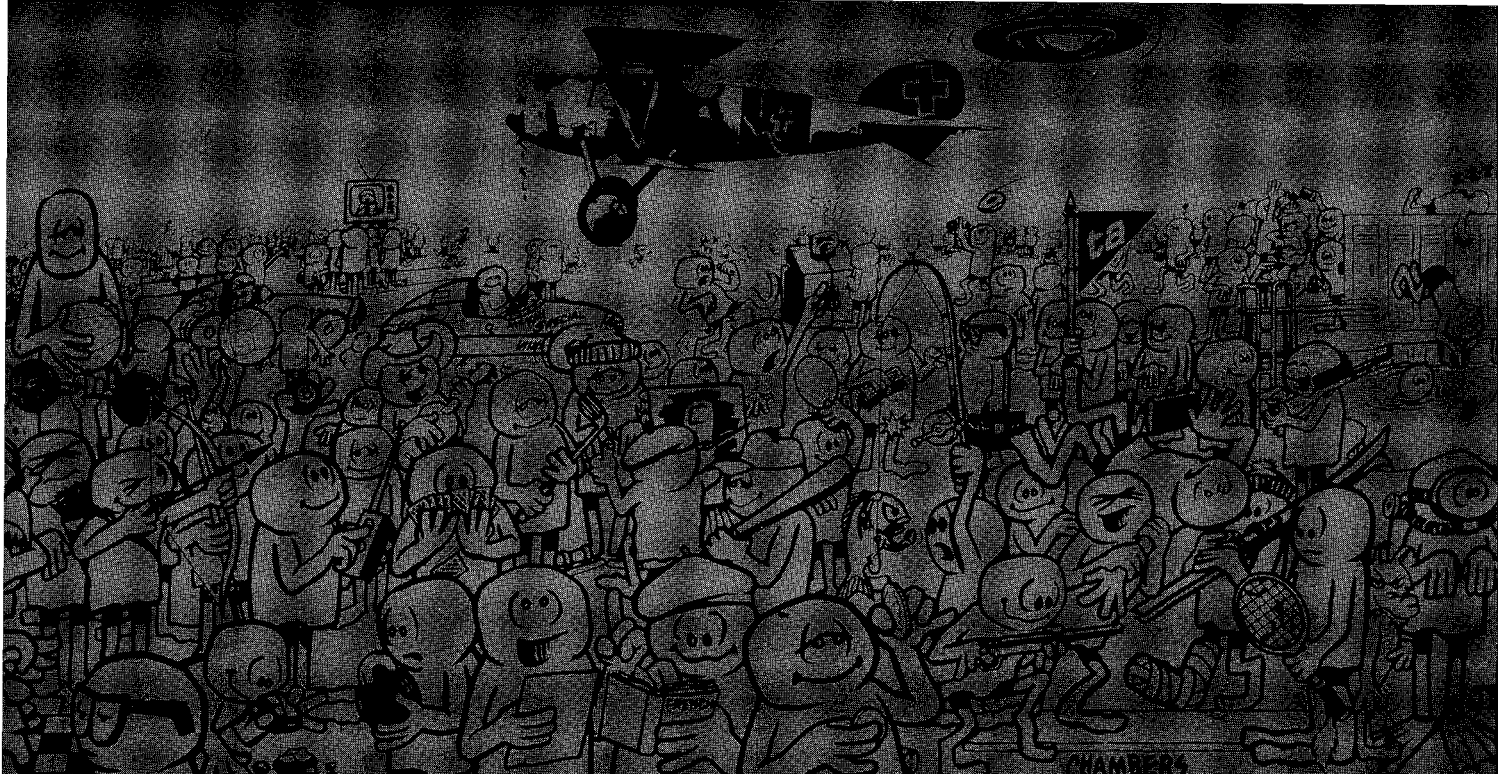
8B RM, August, 71

PLACE
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MANAGEMENT**

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(Rm. 234)



VARIETY IS THE SPICE OF LIFE. Texas Instruments Incorporated cartoonist, Jim Chambers, interprets what Clark W. Fishel, Texins Association general manager, proudly calls "the most cost-effective, facilities-based recreation program in industry today." See if you can guess how many activities are pictured here.

RM Cartoon Contest

How many activities can you spot in that Wonderful World of Industrial Recreation pictured above? If you are accurate, you can win an attractive and unusual color sketch of your family suitable for framing. Here's how to do it.

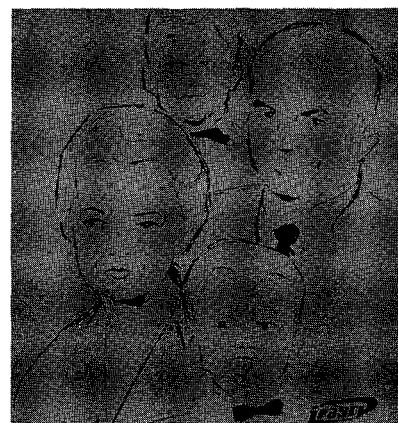
1. Using a colored pencil or red pen, place the matching number directly on or overlapping the character or item representing a club, activity, special event, facility, or equipment found in industrial recreation programs.

2. Maximum number of possible points is 62. In case of ties, duplicate prizes will be awarded.

3. All NIRA members are eligible, but are limited to one entry each except members of the Texins Association who are ineligible. Deadline: Nov. 30, 1971. Winners will be announced in August's RM. All winners will receive a matted ink and water color drawing of their family, themselves or whomsoever they designate to be made from photos submitted by winners.

4. Tear out and Mail entire page to RM, Suite 234, 20 N. Wacker Drive, Chicago 60606. •

A sketch similar though smaller to the matted prizes for this contest of Jim Chambers, Taxis Instruments cartoonist who drew the above pastoral, his wife Maxine and sons Scott (above) and Mark.



CLUBS

1. Amateur Radio
2. Archery
3. Fishing Club
4. Billiards
5. Bridge
6. Chess
7. Coin
8. Diving
9. Ice Skating
10. Men's Health
11. R/C Model
12. Rockhounds
13. Rod & Gun
14. Ski
15. Tiger Flying
16. Wolf Hunting
17. Bass Club Fish

ACTIVITIES & SPECIAL EVENTS

18. Auto Racing
19. Basketball League
20. Bowling League

21. Flag Football League

- Language
22. Language Class
23. Golf League
24. Group Travel
25. Guitar Lessons
26. Investment Class
27. Judo Class
28. Karate Class
29. Lecturers
30. Painting Class
31. Physical Fitness
32. Relaxation (after work)
33. Socializing
34. Softball League
35. Spectator (pointing)
36. Speech Class
37. Diving
38. Table Tennis
39. Tennis
40. NIRA booster
41. Recreation participants
42. Volleyball League

FACILITIES

43. Television
44. Rental lockers
45. Diving board
46. Swim area
47. Snack bar
48. Steam room

EQUIPMENT

49. Airplane
50. Basketball
51. Bow and arrow
52. Billiard cue
53. Cards for Bridge
54. Chess sets
55. Football
56. Gym mat
57. Radio headset
58. R/C model flying saucer
59. Rifle
60. SCUBA gear
61. Softball bat
62. Volleyball

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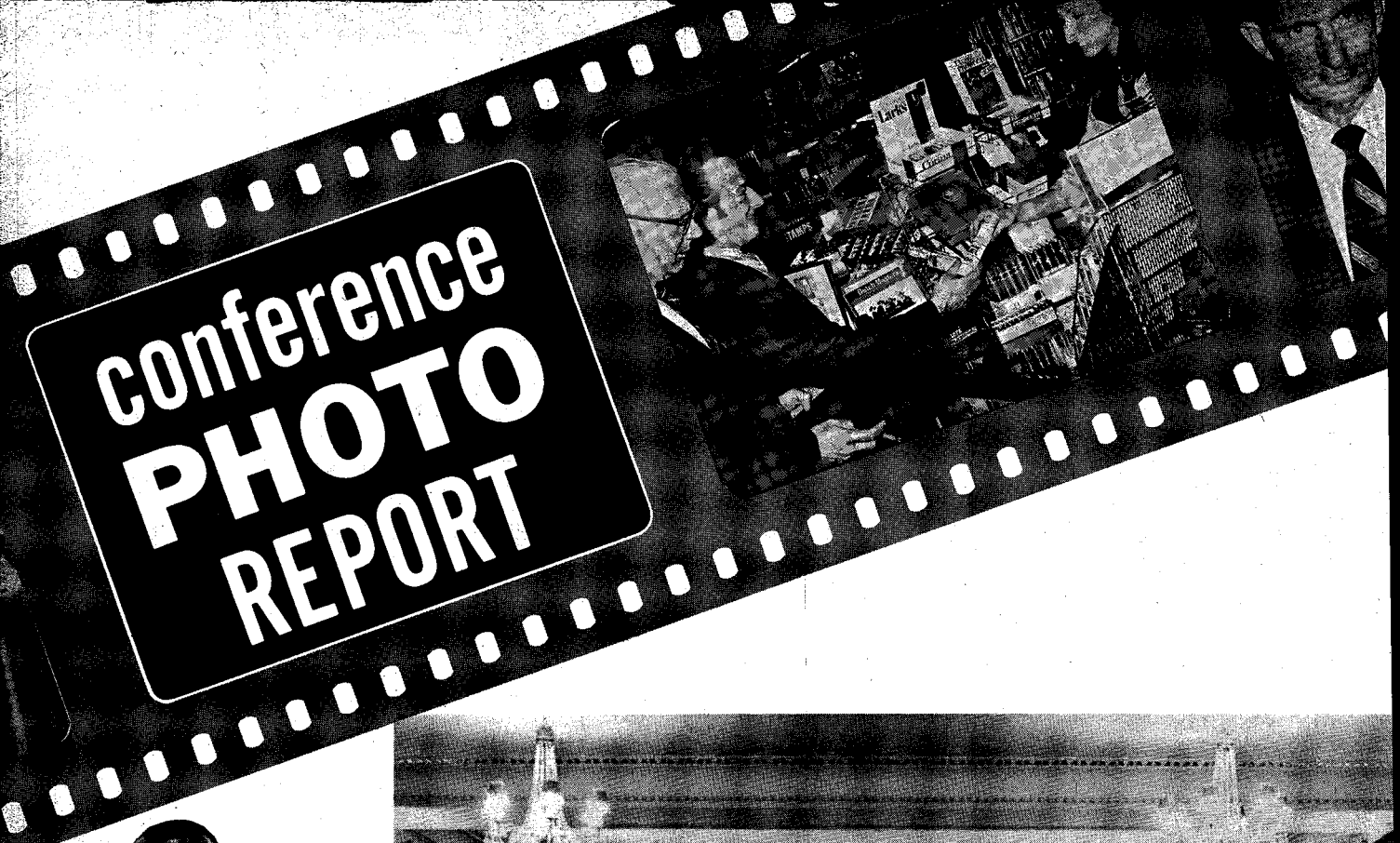
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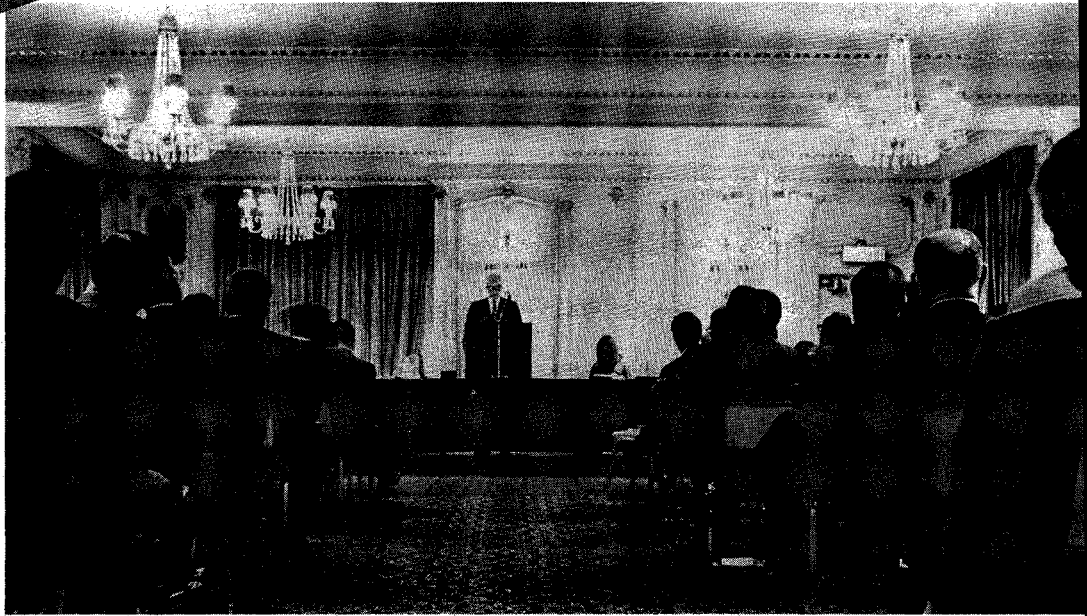
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conference
PHOTO
REPORT





CONFERENCE ACTIVITIES PEOPLE. (from left) Industrial psychologist Dr. John H. Rappalie, Miss Industrial Recreation Mary Ann Alcorn at the exhibit ribbon cutting ceremony, former All-American John Lattner, Ed Meith from Ely Lilly, Rear Adm. Draper L. Kauffman, the Blue Jackets Choir, Frank Flick president of Flick-Reedy Corp., James R. Winthers of the President's Council on Physical Fitness and Sports, the Motorola Chorolairs, Professor Ewen Bryden, Don R. Smith of Price-Waterhouse.

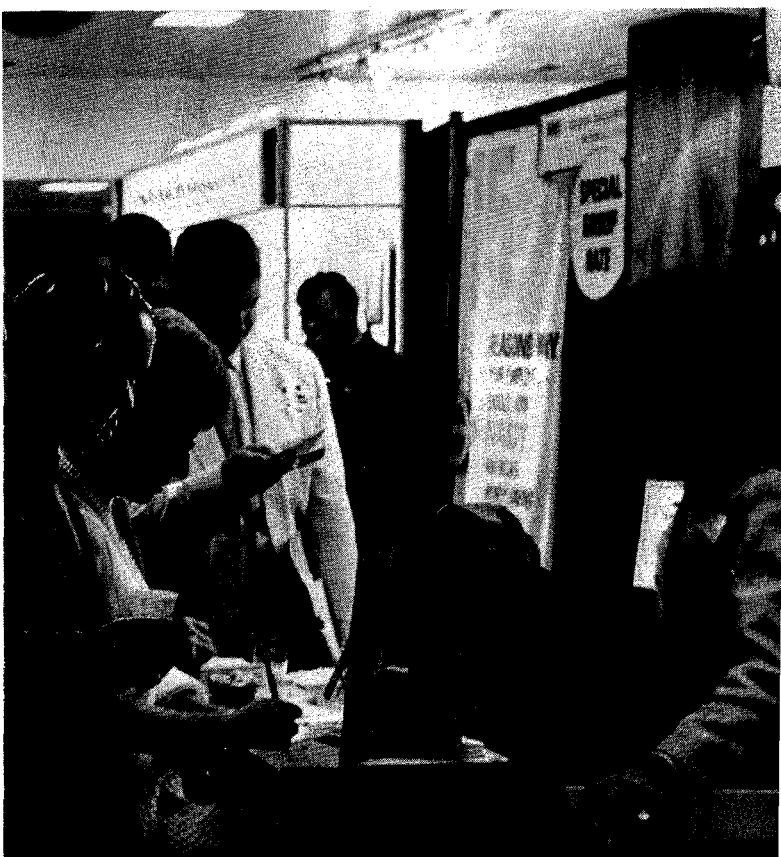
Intelligent and cognizant speakers contributed to a well - rounded Conference with information on many aspects of programming and administration.

The Navy League of the United States with the U.S.O. and Military Order of World Wars presented a special plaque to NIRA "in deep appreciation and respect for its 30 years of service to the Military Men and Women of the U.S."

Wives enjoyed a full program of activities including shopping tours and demonstrations.

To balance the program, NIRA (with a little help from its friends) provided plenty of relaxing entertainment. The Blue Jackets Choir from Great Lakes Naval Station sang at a military luncheon. The closing Jamaican dinner - dance featured two bands, and a floor show. In the exhibit hall member companies and exhibitors provided prizes for frequent merchandise drawings Motorola bussed Conferees up to the suburbs Saturday night to hear the company singers. People . . . listening, talking, discussing, picking up bits of

(Opposite page) "A rare tropical bird" exhibits Jamaican casual wear at a fashion show during the "Goombay Braata" dinner-dance. Conferees at the Hilton listen to Attorney Joseph C. Twomey, Esq. The opening banquet in the foyer of the Museum of Science and Industry. (Below) Volunteer Conferees strike up the band during the "Goombay" Braata" dinner-dance floor show. Conferees stop at one of the 85 exhibit booths.



information, giving bits of information. Learning, teaching, having fun, building the industrial recreation profession. The bullwark of this conference was education—people learning. That's because the bullwark of the profession is knowledgeable people. Recreation is a **people** business. The Conferees knew this. They came with serious intentions setting a purposeful mood from the very first day. The entertainment and good times, never interfered, but supplemented by adding a tone of informality and fellowship to the proceedings.■



The CONFEREES, including wives being bussed to a shopping tour of Chicago, a donor and recipient of one of the many drawing prizes.



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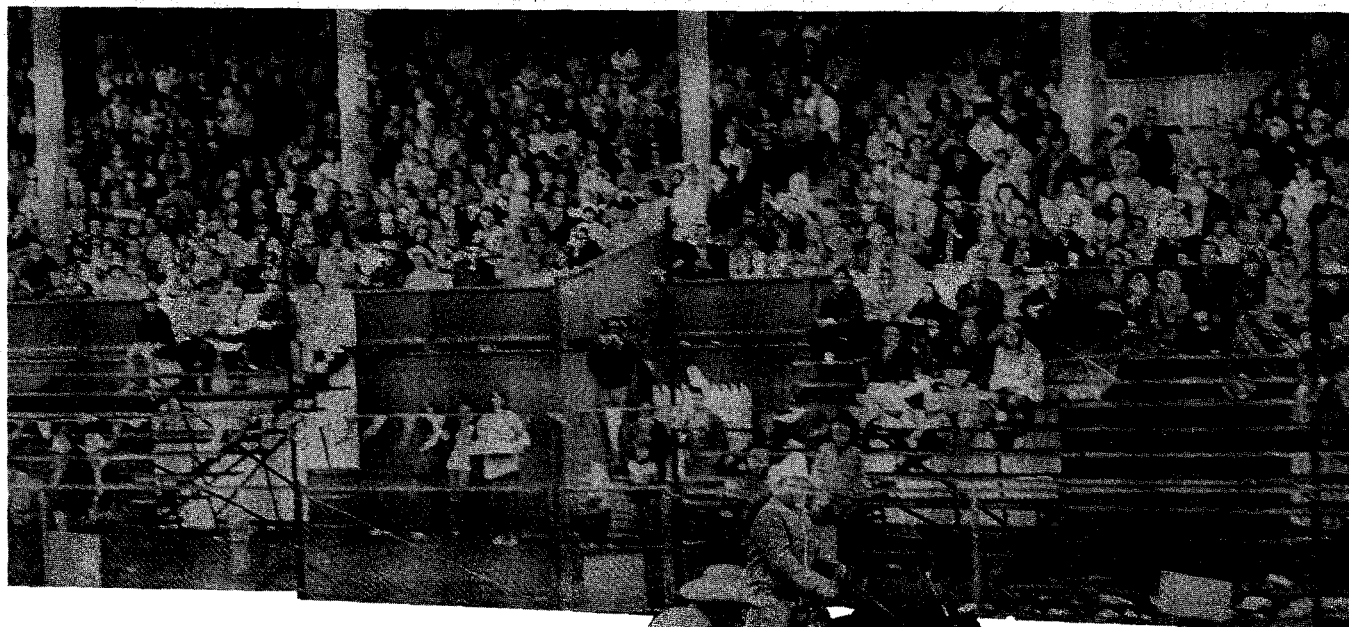
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Idea Clinic

by
Sherm Forbes
Recreation Director
Oldsmobile

RODEO

You don't have to sit in the heart of rodeo country to reap the reward of this novel program idea.

Like the company whose name it proudly bears, Oldsmobile's Outdoor Club has grown steadily from its founding in 1954. Originally, the club numbered fewer than 10 members. Today, membership has soared to more than 4,000 men and women.

Of this current total, 1,200 are non-dues-paying retirees, recipients of lifetime memberships in the club as a result of their participation in the club's activities prior to their retirement. The

remaining 2,800 members, all active employees, support the club by means of \$1 per year dues.

The club's activities include a variety of "Family Nights" featuring a guest speaker or outdoor movies; a winter weekend outing at Houghton Lake in Northern Michigan; annual hunting and fishing contests; a snowmobile club; and sponsorship for eight employees' children to a two-week summer camp with all expenses paid by the Outdoor Club.

You don't accomplish all of that on a mere \$2,800 raised by \$1 a year membership dues from the Oldsmobile's active employees.

The company has willingly helped defray the Outdoor Club's expenses over the years, but the club's officers wanted to bring the club to a point where it was self-supporting.

Enter, in 1969, the Oldsmobile Outdoor Club's first World Championship Rodeo.

Being in an industrial area, why choose a rodeo?

For a Recreation Director who doesn't know one end of a horse from another this was what I thought to be quite an assignment. What is a Rodeo??? When four years ago our Club President suggested a Rodeo, I must admit the idea seemed very far out. After finally being convinced it would work, I had to sell management on the idea. This wasn't easy considering the Company would have to back up the Club financially.

In telephone calls, letters, and in talking with area people, we discovered that a rodeo would be of interest to this area's residents.

Next problem . . . where to hold our rodeo??? The Lansing Civic Center would be great, but it has a limited seating capacity. Dirt and clay would have to be hauled in and taken out at great cost. An open field within the city limits would be the ideal solution except for the traffic and crowd control problem. As Michigan's capital city, Lansing has grown into a major metropolis of

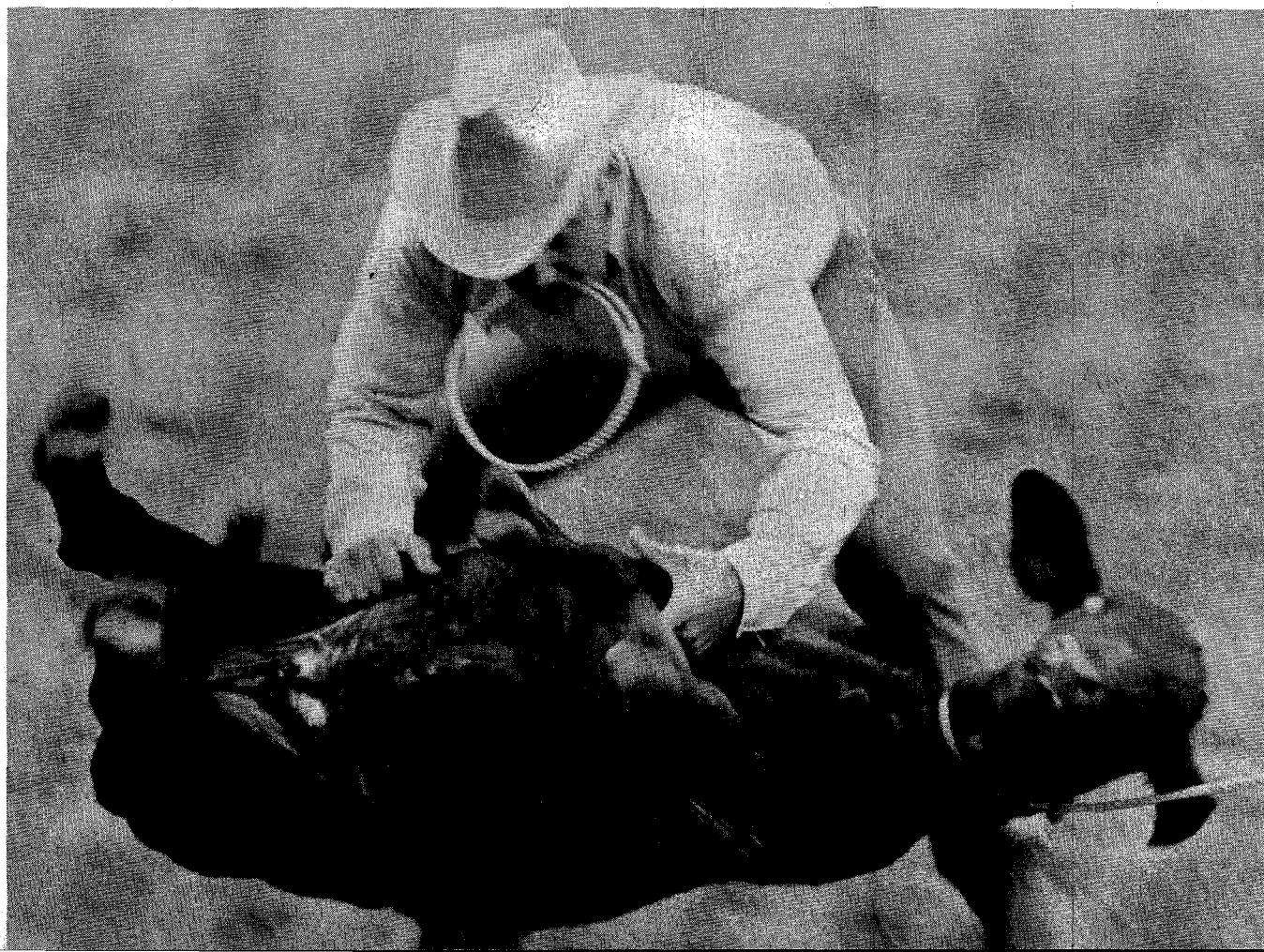


perhaps a quarter-million persons. But drive a few miles in any direction from Lansing and the rural influence returns in strength. Nearby communities are small, and vestiges of Michigan's rural past extensive.

Such a community is Charlotte, 20 miles south of Lansing and county seat for Eaton County. One of the vestiges of the past in Charlotte is a fairgrounds, complete with oval infield, a covered grandstand and rattle pens.

The Outdoor Club approached the manager of Charlotte's Fairgrounds with a proposal to host a world championship rodeo in the Fall of 1969. The proposal was gladly accepted; in fact, the fairgrounds manager and many of Charlotte's civic-minded citizens lent their time and talents to promote it.

Enter, rodeo producer . . . letters were sent to many producers throughout the mid-west inviting them to make a presentation to the Club's Board of Directors. In return, board members went to other cities to observe different rodeos and talk with the sponsors for needed tips and advice. Before the actual contract was signed a great deal of detail work had to be done concerning insurance,



concession stands, tickets, parking, ambulance, advertising, programs, queen, and most important *man-power*

In breaking this area down step by step we found the following:

Insurance — Oldsmobile, as most companies, had the necessary coverage already.

Concessions — We felt the Girls' Club would be an

the cowboy is trying to do in each event. Many people have never attended a rodeo before.

Queen — A pretty girl can get you free advertising and everyone seems to pay attention.

Man-Power — Try to get key people for your chairmanships. All recreation people have this common problem . . . your activi-

A pretty girl can get you free advertising and everyone seems to pay attention.

ideal organization to handle all concessions. They did and made a very nice profit.

Tickets — Find out your seating capacity and break even point. Advance sale price and gate price. We tried to sell as many advance tickets as possible to cover ourselves in case of inclement weather.

Parking — One good experienced man, such as our plant protection officer, and ten volunteers solved all our parking problems.

Ambulance — You will find in most activities of this nature, if you ask the local officials, all your ambulance service will be free of cost.

Advertising — It is very costly unless an experienced public relations man is on your side. Note: Our best advertising came when we invited radio, television, and newspaper people to a Press Dinner. A few drinks, good dinner, and conversation rewarded our efforts with tremendous press coverage.

Programs — They are good money makers. The programs should include detailed descriptions of what

ties are only as good as the people running the event.

It is not uncommon for first ventures of this nature to fall short of their goals. In 1969, the Olds Outdoor Club Rodeo lost a small amount of money, but provided thrills and excitement for more than 3,000 persons. The following year, the second Annual Outdoor Club Rodeo broke even, when all the bills were paid. More importantly, nearly 4,500 persons paid to see the rodeo and, for the first time, the mid-Michigan area became aware of the presence of the Oldsmobile Outdoor Club.

Naturally, the business men and civic leaders of Charlotte were especially pleased. And this year, 1971, the rodeo promises to be a glowing success financially.

With the full support of Charlotte residents, the program has been transformed into a community-wide promotion. Charlotte's new theme, *Frontier Days, Featuring Oldsmobile's Outdoor Club World Championship Rodeo*, will include an Ox Roast, parade, entertainment, carnival, and many other activities on September 10, 11 and 12. ■

SLUGGERS' CHOICE



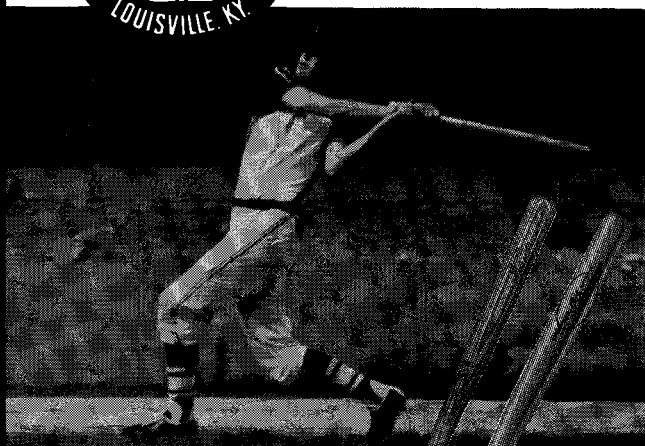
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Top management speaks

A challenge to recreation professionals in industry

by Stanley W. Burriss,
group vice president, Lockheed Aircraft
Corporation and president,
Lockheed Missiles & Space Company

As a member of management in a large corporation, I am heartily in favor of industrial recreation. I have seen what it can do for a company and for that company's employees. But I also suspect that industrial recreation is not capitalizing on its full potential and therefore may be in danger of losing a portion of its vital thrust and purpose. If this is so — if it doesn't keep tuned to the changes that are taking place in our country, if it doesn't keep itself professionally geared to the trends of the times—industrial recreation may be relegated to oblivion!

Let's look at what industrial recreation can do.

Recreation can provide a common meeting ground. Good management tries to get out of the office to meet or visit with employees — in shop areas, engineering labs, and on field projects; but time is limited and such visits are too infrequent. The company picnic, the golf tournament, the children's Christmas party, the company dance — each contributes to providing this meeting ground.

Recreation *does* relieve tension. It's pretty obvious that working up a good sweat on a handball court can reduce one's inclination to "kick the dog" because of job frustrations. Even exchanging comments with your handball partner about how unreasonable the boss is, can be therapeutic.

Recreation can provide communication channels. If a machinist knows that his supervisor can't pick up a 5-7 split either and has the same trouble making a 30-foot putt — and both are worrying about whether the company will win that new contract and keep them both on the job for a while longer—I sense that we have here a pretty good supplementary communications outlet!

And industrial recreation can provide bargain travel tours, discount ticket rates, organized club activities—and

dozens of other services that fill certain employee wants.

Is this enough? Are the programs and services that industrial recreation now provide, really doing the job they could be doing? Are they innovative? Are they filling the changing needs of employees—or are they simply responding in traditional patterns to requests of special interest groups? Is industrial recreation becoming inbred, under-researched, professionally complacent and conditioned to respond to the loudest noise? Industrial recreation, like every segment of organized activity, faces old pressures and new influences. I refer to the traditional problems of *budget*, the newer concerns with *social unrest* and the growing preoccupation with *ecology*. All of these influences have to be dealt with—and dealt with professionally — by recreation professionals.

Let's consider first the *budget*.

When the company's business is good, the industrial recreation director's job can be reasonably comfortable. True, he still has to justify his budget request, recommend how this money should be allocated among his various programs, and see that those programs keep moving. Yet, in the main, his life is not crises-ridden.

But when company fortunes take a downturn, and the recreation director wakes up one morning looking at a 30 percent cut in his budget, here's where you begin separating the men from the boys! If you were faced with a 30 percent cut, what would you do?" The most obvious answer and the one requiring the least effort is to cut back on services.

But a professional doesn't get to be a professional from picking the most expedient solution. So if you're a real professional, you'll look for an answer that will enable you to continue services at lower cost.

You will know—because you have extended your research into industrial

Stanley W. Burriss became a group vice president of Lockheed Aircraft Corp. and president of Lockheed Missiles & Space Co. in September, 1969. From 1961 to 1969, he had been a vice president of the corporation and vice president and general manager of the Missile Systems Division, Lockheed Missiles & Space Co., Sunnyvale, Calif. He received a Certificate of Appreciation from the Secretary of the Army in

1953 and the U.S. Navy Meritorious Public Service Award for outstanding contributions in the field of missile systems management in 1961.

Graduating from Newark College of Engineering in 1938, he received a bachelor of science degree in electrical engineering. In 1962 his alma mater presented Burriss with the Edward F. Weston Distinguished Alumnus Award and, in 1964, an honorary doctor of engineering degree.

and motivational psychology — that employees will apply more effort to a program if they have a financial investment in that program. You will know that financial participation by employees does work because some of your fellow professionals have tried it and know it works. And you will know—because you have kept up to date with good business practices and the principles of Parkinson's Law — that some of the tinsel you have wrapped around your recreational program can be discarded, with no loss in effectiveness.

Because you have done your homework, because you haven't let yourself become complacent and inbred, because you have done some research, you make adjustments and you find that your program with 30 percent lower budget is just as strong and in some ways has produced even greater employee involvement than when it coasted along under the comfortable shelter of a fatter budget.

I know that money pressures seem unrelenting. Yet such pressures, no matter how nagging, bring out the true measure of the professional, the expert in his field who will think, who will explore, who will be aware of and adopt the good ideas of others and who will innovate to create a better program.

Now that second area—the matter of social unrest. I'd like to borrow some thoughts expressed by James Hodgson, U.S. Secretary of Labor, in a speech entitled "The Industrial Environment in the Next Decade." Mr. Hodgson points to five areas where business and the nation's work force will feel the thrust of change. Two of them bear directly on this matter of social unrest.

His first point was this: The way business appeals to employees is changing. There was a period — in the post-depression years — when personnel policy was aimed at achieving a satisfied employee. But in the '50s, business found that satisfaction had

often produced a sort of complacency — and "complacency doesn't contribute to the efficiency needed to survive in a competitive world."

So industry began to change its appeal. What it now wants is a "motivated or stimulated employee." Fortunately this industrial objective parallels one objective of many people now entering the work force. They want real participation in an enterprise and are not content with being passive. They want action and strive for recognition.

And Hodgson's second point: Business will play a greater role in trying to solve social problems. Business possesses a fund of expertise in "people" problems. As Mr. Hodgson put it, "It has the structure and competence to make major contributions to solving these problems."

What do these two points have to do with industrial recreation?

Everything.

The job of industrial recreation is to serve the employee in a way that is consistent with his wants and needs — as well as consistent with the company's objectives and purposes. So if today's employee must be challenged by action, recognition and deep participation, the recreation program should be geared to accommodate this greater involvement and sense of purpose.

Likewise, if the company is to find itself more involved in social problems of the day, the company's industrial recreation program certainly should be structured to harmonize with those company objectives.

A lot of company recreational programs already are recognizing this. Many have set up clinics for disadvantaged youth. Xerox Corporation is one of many, as is the Salt River Project in Phoenix. And I don't mind being a little proud of the way that my own company, Lockheed Missiles & Space Company, set up weekend sports

clinics in conjunction with Stanford University and San Jose State College for underprivileged children in several communities of Santa Clara County. The people who get involved — college athletes and coaches, company employees, local police and other citizens — really feel a sense of purpose when they see how effective this work is.

There's a lot more in the social problem area than just trying to bring a little happiness to some disadvantaged children. Just as important is trying to establish better understanding among business, community, and college.

I'm not presuming that industrial recreation can accomplish miracles. But if the recreation program could encompass a little more "town and gown" involvement, company employees would like the program better, company managements would be happy with this contribution to company image and employee wants and recreation directors would be bigger and better informed people.

The Allen-Bradley Co. has done some fine work in this area, with their orchestra and chorus in Milwaukee area charity-and-goodwill shows. Timken Roller Bearing has logged a big accomplishment through its part in establishing the Professional Football Hall of Fame in Canton, Ohio.

Now, to the third influence — the area of ecology. It is already an influence to reckon with so I suggest that industrial recreation should look at its programs — present and projected — to see how they may be, or should be contributing to a more wholesome and happier environment.

There are ways big and small by which industrial recreation can contribute. For example:

When recreation directors are given the task of building new athletic areas, the inclination is to set out scouting real estate, looking for that ideal site. Then, with the fervor of real estate tract promoters, they come back to management with plans, proposals and requests for big chunks of money.

Why not try to acquire (at much lower cost) that old dump area that sits not too far away and is an eyesore of trash, weeds and broken beer bottles? Why not convert it into softball playing fields, volleyball courts and picnic areas, with shade trees and grass where kids can play and where some of the older folks can sit and enjoy the action?

Flick-Reedy Corporation near Chicago needed a secondary water source. They didn't erect another water tower; they built a swimming pool thus pro-

viding recreation and secondary water in one attractive package.

Salt River Project is now working with Arizona State University to build a river for recreation purposes through the heart of a long wasteland between Phoenix and Tempe.

Many of our wilderness areas are strewn with litter and trash. When hiking clubs or camping clubs organize for a weekend, maybe they would consider a "pick up trash" exercise as part of their weekend campout.

Some company clubs have done this, in cooperation with conservation groups and folks who are just plain disgusted with the ugly debris that is being scattered over our countryside. Amateur radio clubs and Citizen Band radio clubs — often part of industrial recreational programs — can cooperate in providing point-to-point and remote area communications on projects like these and others which involve multi-club participation.

Consider, too, whether some of the activities you sponsor may be losing sight of their true purpose by inadvertently hurting the environment. Noise

pollution is becoming an increasing problem. It is not only annoying; some medical authorities say that it can cause psychic and physical injury. Does your model airplane club hold its field meets near populated areas? If it does, do the members fly their craft with muffled engines? If you have a motorcycle, dune buggy or go-cart club, do they likewise appreciate the need for running engines with effective mufflers; do they run on areas in a manner which does not tear up natural foliage needed for watershed, game cover or just beauty?

Many of the girls who work in my company — and I am sure this is true of other companies — have plants and flowers on their desks. This is a small indication, I believe, of people's genuine desire to experience something of nature. Has anyone thought of suggesting to the company garden club that it may wish to cooperate with the groundskeeping personnel in offering some of their plants to help beautify the company premises?

Every industrial recreation man must have dozens of ideas on how recreation programs can reduce stress, lessen abrasion, increase harmony — in essence, heighten the real meaning of recreation.

The pressures of budget, social unrest and ecology are some of the influences which will impinge heavily on the recreation director, today and in the future. To respond to these and to others, he will have to hone himself to a sharp professional edge. With this in mind, the professional might ask himself this question: "When is the last time I prepared a research paper or enrolled in a course in the field of recreation or motivational behavior or industrial psychology, or in any of a variety of matters affecting the business of recreation — matters of budget, ecology, sociology, community growth patterns?"

The decade of the '70s, already well under way, will challenge the recreation professional more than ever before. It will call for a full measure of imagination, awareness, innovation and judgment. And it could make him a better professional than he ever dreamed possible.




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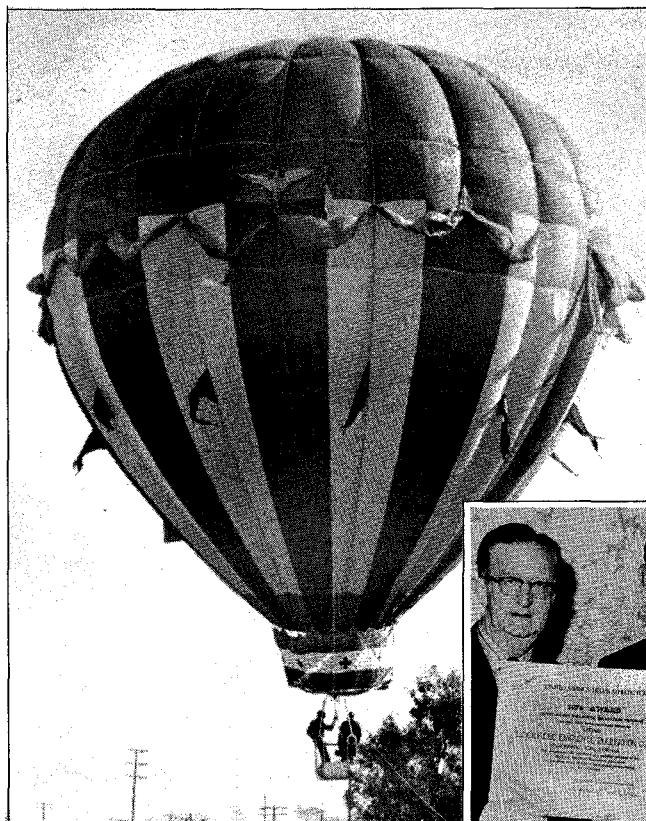


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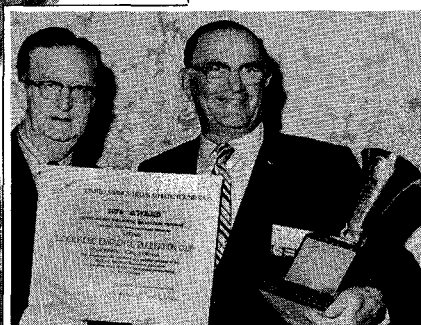
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Helms' Champ



LERC Balloon Clubs demonstrate the fine points of their hobby at a company picnic, one of the activities that helped Lockheed-Burbank win top honors in this year's Helms competition.



Robert Keeler (left), president, and Mike Varanese, director, Lockheed Employee Recreation Club, pose with LERC's United Savings-Helms certificate and trophy.

SPECIAL — The Lockheed Employee Recreation Club (LERC) of Burbank, Ca., was named best over-all recreation program and best recreation program in a company of 10,000 or more employees for 1970 by the United Savings-Helms Foundation at this year's NIRA National Conference and Exhibit.

This means that, under the leadership of Mike Varanese, LERC's over 40 clubs, over 100 different types of activity, organization, administration and staff have earned it top recognition for the second time. It won its first such award in 1958.

Some of the unusual and interesting LERC activities include:

Rockcrafters. Lapidary activities for those who are fascinated with stones.

Service Committee. Remembers ill and hospitalized employees with cigarettes, magazines and candy.

Trailer Club. Goes to areas as a group with planned activities at the meeting spots.

Golf Regionalized, Start Soon

WINSTON-SALEM, N.C. — This year, NIRA's golf tournaments will be regionalized, Miles Carter, Assn. services vice president, announced here recently.

The winners in all divisions of regional eliminations will play for national titles September 25 and 26 in Winston-Salem, he said. Regional officers have already sent registration information to the membership except for Region 6, which had not set a date and place at RM deadline.

The tournaments are open to members at a fee of \$65 and to non-members at a fee of \$100 which includes a trial five-month NIRA membership. Interested non-member companies may find the name and number of

their regional representative by calling the Chicago Headquarters.

The regionalization was made to cut transportation costs of participating companies, thus easing the financial burden for regulars and possibly allowing more new ones to be active.

The regionals are scheduled thusly:

Region	Date	Place
1, 2, 8	Sept. 4-5	Ashtabula, Ohio
3, 5	Aug. 28-29	Lake Geneva,

Bridge

CHICAGO — NIRA's annual Bridge Tournee is scheduled to take place during September and October.

Members should receive full details in the mail soon.

Trapshoot

MIDDLETOWN, OHIO — NIRA and ARMCO Steel Corp. will hold their co-sponsored National Industrial Trapshooting Championships September 12, here, according to Robert L. Bauer, chairman of the event and Assn. finance vice president.

4	Aug. 21-22	Winston-Salem, N. Carolina
7	Sept. 11-12	Monterey, California

Wisconsin



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When an industrial recreation administrator joins the National Industrial Recreation Association, he gets more than a certificate to hang on the office wall. He becomes a member of a professional organization dedicated to the concept that industrial recreation is sound management policy.

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ORGANIZATION	MAXIMUM DUPLICATION OF SERVICES		FEE
<input type="checkbox"/> less than 1,000 employees	2		\$ 35
<input type="checkbox"/> 1,001 to 5,000 employees	4		\$ 75
<input type="checkbox"/> 5,001 to 10,000 employees	6		\$105
<input type="checkbox"/> over 10,000 employees	10		\$135
<input type="checkbox"/> branch beyond max. no.	1		\$ 25
<input type="checkbox"/> Industrial Rec. Council	1		\$ 50
<input type="checkbox"/> Individual	1		\$ 25
<input type="checkbox"/> Individual Military	1		\$ 25
<input type="checkbox"/> Individual Special	1		\$ 10
<input type="checkbox"/> Commercial Affiliate	1		\$150
<input type="checkbox"/> Commercial Associate	1		\$300
<input type="checkbox"/> Student	1		\$ 5
<input type="checkbox"/> Retired	1		\$ 5
<input type="checkbox"/> Retired Life-time	1		\$ 50
<input type="checkbox"/> check enclosed <input type="checkbox"/> please bill			

NIRA Membership Benefits

MEMBERSHIP INCLUDES

- national awards program
- professional consulting service
- national and regional conferences & workshops
- national & regional tournaments
- certification program—professional society
- publications and periodicals
- Recreation Management professional journal
- NIRA Keynote
- President's Bulletin
- editing and publication assistance
- research reports
- professional library loan service
- special mailings
- certificate of membership

COMMERCIAL CATEGORY

AFFILIATE—Restricted sales in one region only

- Membership Directory
- listing in Directory
- listing in Annual Buyers' Guide
- subscription to Recreation Management
- special mailings

ASSOCIATE—Unrestricted national sales

- Membership Directory
- listing in Directory
- listing in Annual Buyers' Guide
- subscription to Recreation Management
- special mailings

direct business referrals

- 20 percent discount on National Conference exhibit space
- permission to use NIRA logo
- market research assistance

Only organization members vote and hold office

Organizations may purchase extra services beyond maximum services at \$25 per extra service

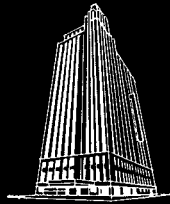
Individual Special must be employee of NIRA member organization or council

Organizations attach extra sheet listing names and addresses for duplicate services

Recreation management

Journal of Industrial Recreation, Health and Education

September 1971, Vol. 14/No. 7



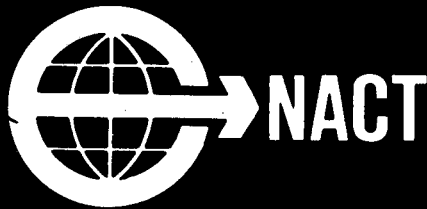
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Best Values in Group Travel

recreation management

September 1971
Volume 14, Number 7

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Something Different
Affinity Group Tours to

NASSAU
LAS VEGAS
HAWAII
LONDON
EUROPE



NASSAU



Something Special \$119*

plus \$14.00 tax and gratuities
Pro-rata air cost from N.Y., \$59.50
(based on 252 passengers); land package \$59.50

■ Round trip chartered jet flights on Saturn Airways with complimentary meals and drinks ■ Arrival and departure transfers ■ All baggage handling ■ Air conditioned room at SHERATON BRITISH COLONIAL HOTEL ■ Pre-registration at hotel ■ American-Style breakfast ■ Complimentary one hour open bar cocktail party ■ Barbeque dinner or Hawaiian luau at the hotel ■ Free chaise lounges and tennis ■ All taxes, gratuities, service charges ■ Dinner dancing nightly ■ Special discounts and gifts at shops and restaurants ■ Choice of four or five day holiday ■ Convenient Fri. and Mon. morning departures. High season supplement \$23.00 Dec. 20, 1971 thru Apr. 14, 1972. Eff. Oct. '71-May '72.

Something Different \$144*

plus \$16.00 tax and gratuities
Pro-rata air cost from N.Y., \$59.50
(based on 252 passengers); land package \$84.50

■ Round trip chartered jet flights on Saturn Airways with complimentary meals and drinks aloft. ■ Arrival and departure transfers ■ All baggage handling throughout ■ Gala welcome rum-swizzle party ■ Air conditioned room at the deluxe SONESTA BEACH HOTEL ■ American-Style breakfast each day ■ Pre-registration at the hotel ■ Gourmet dinners each day ■ Complimentary one hour open bar cocktail party with hors d'oeuvres ■ Barbeque dinner party ■ COMPLIMENTARY UNLIMITED GREEN FEES at Sonesta Golf Course ■ Free chaise lounges and tennis ■ All taxes, gratuities, service charges ■ Choice of four or five day holiday ■ Convenient Mon. and Fri. morning departures. Add \$5.00 for bonus night on Mon. departures. High Season supplement of \$19.00 Dec. 20, 1971 thru Apr. 14, 1972. Eff. Oct. '71-May '72.

LAS VEGAS



Something Special \$179*

plus \$12.50 tax and gratuities
Pro-rata air cost from N.Y., \$100.00
(based on 252 passengers); land package \$79.00

■ Round trip chartered jet flights on Saturn Airways with complimentary meals and drinks aloft ■ Arrival and departure transfers ■ All Baggage handling ■ Air conditioned room at the STARDUST or fabulous FLAMINGO HILTON HOTEL ■ Pre-registration at the hotel ■ Three exciting lounge shows with complimentary cocktails ■ Two lavish dinner shows and third bonus dinner ■ All gratuities, taxes, admissions ■ Experienced escorts ■ Hospitality desk in the hotel ■ Choice of four or five day holiday in Swinging Vegas ■ Convenient Thur. and Sun. morning departures. Add \$5.00 for bonus night on Sunday departures. Eff. Oct. '71-Sept. '72.

Something Different \$189*

plus \$12.50 tax and gratuities
Pro-rata air cost from N.Y., \$100.00
(based on 252 passengers); land package \$89.00

■ Round trip chartered jet flights on Saturn Airways with complimentary meals and drinks aloft ■ Arrival and departure transfers ■ All baggage handling ■ Air conditioned room at the deluxe HILTON INTERNATIONAL or CAESAR'S PALACE HOTEL ■ Hotel pre-registration ■ Three exciting lounge shows with complimentary cocktails ■ Two lavish dinner shows plus third bonus dinner ■ All gratuities, taxes, admissions ■ Hospitality desk in the hotel ■ Choice of four or five days in Swinging Vegas ■ Convenient Thur. and Sun. morning departures. Add \$5.00 for bonus night on Sunday departures. * Deluxe supplement only \$10.00 for Caesar's Palace. Eff. Oct. '71-Sept. '72.

* Illustrative prices

HAWAII



Something Special \$299*

plus 10% tax and gratuities
Pro-rata air cost from N.Y., \$221.00
(based on 252 passengers); land package \$78.00

Round trip chartered jet flights on Saturn Airways
with complimentary meals and drinks aloft ■ Arrival
and departure transfers ■ All baggage handling ■
Hawaiian Lei greeting on arrival ■ Air conditioned
room for seven nights at the new CINERAMA CORAL
REEF HOTEL ■ Pre-registration of all tour numbers
Complimentary one hour open bar cocktail party,
live Hawaiian entertainment ■ Half day sightseeing
of Honolulu and Mt. Tantalus by air-conditioned
motor coach ■ Experienced escorts ■ Hospitality
desk in hotel ■ Convenient Saturday morning departures
throughout the year. Eff. Jan. '72-Jan. '73.

Something Different \$329*

plus 10% tax and gratuities
Pro-rata air cost from N.Y., \$221.00
(based on 252 passengers); land package \$108.00

Round trip chartered jet flights on Saturn Airways
with complimentary meals and drinks aloft ■ Arrival
and departure transfers ■ All baggage handling ■
Hawaiian Lei greeting on arrival ■ Deluxe air conditioned
room with color TV for seven nights at the new
HERATON-WAIKIKI HOTEL ■ Pre-registration of all
tours ■ Complimentary one hour open bar cocktail
party, live Hawaiian entertainment ■ Half day sight-
seeing of Honolulu and Mt Tantalus by air-condi-
tioned motor coach ■ Complimentary chaise lounges
■ Experienced escorts ■ Hospitality desk in hotel ■
Convenient Saturday morning departures throughout
the year. Eff. Jan. '72-Jan. '73.

For more information see back page.

EUROPE



Something Special—London \$269*

plus 10% tax and gratuities
Pro-rata air cost from N.Y., \$145.00
(based on 252 passengers); land package \$124.00

■ Round trip chartered jet flights on Saturn Airways
with complimentary meals and drinks aloft ■ Arriva
and departure transfers ■ All baggage handling ■ De
lightful room for seven nights at the new SHERLOCK
HOLMES HOTEL ■ Full English Breakfast each day
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'71-Apr. '72.

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Pro-rata air cost subject to city pairs selected

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Madrid and many many others, starting as low as
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with twin city package program. Eff. Oct. '71-Nov. '72

Saturn's Something Special ... Something Different in a complete affinity group package

Saturn now offers affinity groups the pleasure and convenience of a professionally operated holiday in the most desirable vacation resorts. The hotels include the great names—Hilton, Sonesta, and Sheraton—world renowned for service, hospitality and comfort.

These programs are truly special. The hotels are named, the aircraft are patterned for an on-time departure, and the specific details are all confirmed in advance. You have the knowledge you have selected the best for your group and the confidence that your organization will enjoy a memorable trouble-free Holiday.

FROM YOUR HOME TOWN—To determine the full load pro-rata charter cost differential from your city add or subtract the amounts shown below to the package prices from New York City.

Round Trip From	HAWAII	NASSAU	LAS VEGAS	LONDON
Boston	+ \$10.00	+ \$ 8.00	+ \$5.00	same
Philadelphia	same	same	same	same
Washington	— \$5.00	— \$4.00	— \$7.00	same
Pittsburgh	— \$2.00	+ \$3.00	+ \$11.00	+ \$12.00
Cleveland	— \$5.00	+ \$3.00	+ \$7.00	+ \$15.00
Buffalo	— \$4.00	+ \$8.00	— \$11.00	+ \$10.00
Detroit	— \$8.00	+ \$8.00	— \$4.00	+ \$20.00
Cincinnati	— \$11.00	— \$2.00	— \$4.00	+ \$21.00
Chicago	— \$23.00	+ \$12.00	— \$12.00	+ \$30.00
Minneapolis	— \$24.00	+ \$29.00	— \$20.00	+ \$36.00
Kansas City	— \$26.00	+ \$16.00	— \$30.00	+ \$39.00

* The various charter package prices are illustrative of a charterer's charge to its participants. They include a land package cost as indicated (basis double occupancy) and an air charter cost which assumes a proration among 252 passengers of Saturn's charter plane-load charge for its DC8-61 aircraft and is exclusive of ferry charges and charterer's administrative costs, if any. High season supplements for the land packages are applicable for some programs.



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Saturn Airways is extremely proud of more than a quarter century of excellence in air charter service. This professional experience is reflected not only in Saturn's operational performance, but also in the quality of the affinity charter tours offered for your convenience.

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news in brief

Many things can sour a hunt: a head cold, a sore-footed dog, forgetting your pipe. But one thing that can really wreck a hunt is the companion who's an all-out competitor.

You know how it is. You're with a guy who has to prove something — though we've never been sure what, or why. His hunting is a grim contest with himself, with the birds, with you. If he's having a bad day, he's mad at the world. If he's having a good day it can be even worse, what with his preening and crowing. One way or the other, he's a hunt-wrecker.

Such a hunter keeps a careful count of shells fired per birds bagged (yours and his). This can be important to him and he may make quite a point of it, for his score is the only way he can tell if he's having fun or not. We knew a hotshot crow hunter who bragged about his 80 percent shooting success. It was probably true, too. But he carefully chose his shots, and if a bird wasn't just right, he held off. He looked great if you didn't look too close. There's counterfeit money like that, too.

Then there's the guy who takes his share of reasonable shots as they come, tough or easy. His hitting average may be low, but his fun index is right up there. So is his rating as a field companion, because he isn't trying to beat anybody. The more intense a man's competition with himself or companions, the more obnoxious he may be when he's hitting — and the more unhappy when he's missing. Few things are grimmer than a self-centered competitor in a shooting slump. He radiates sourness, and we've seen such a guy turn bitterly on his companions if they did some good shooting. He was missing not only birds, but the whole point of hunting.

Shooting birds is only an excuse to go hunting, not the reason. A man finds many things afield. A full game bag may be one of the least, and good companionship and relaxation are the greatest. The happiest hunter, and the warmest sort to be with, is the man who takes as much pleasure in your good shooting as his own. If he's on target, great. But if he's having one of those

days when he can't hit the ground with his hat, he doesn't let it ruin his hunt or yours. He just goes on being a good field companion. When you get right down to it, the best measure of a good hunt is by the Golden Rule, not by ratio of shells fired per birds bagged, or by the number of times you've wiped a friend's eye.

— John Madson
Nilo Farms

Senator Hugh Scott (R-Pa.) has called for increased appropriations for the U.S. Travel Service. He asked for \$7.5 million, a million dollar increase over House approved legislation.

An unusual pro shop "membership" sales plan is now in effect for Hyland Hills Golf Center in suburban Denver, reports the National Golf Foundation. The municipal facility modeled the plan after one in use at a New York State private course. It, in effect, creates a co-operative membership for purchasing golf merchandise. Members pay a small annual fee, then get a big discount off pro-line prices.

Key features of the plan, which may interest industrial courses, include:

- Availability to members only (200 members each in men's and women's clubs there);
- Membership fee of \$25 for a calendar year;
- All merchandise except red tag "close-outs" sold at 20 percent discount to plan members;
- Merchandise purchaseable for personal use only, and not for resale;
- No trade-ins on clubs purchased under the plan though used clubs can be refurbished and sold on consignment.

Michael A. Leven, National Sales Manager for Sonesta Hotels, and Don Allison, vice president of FPA Corp., owners of the World of Palm-aire, Pompano Beach, Fla., have announced the affiliation of Palm-aire with Sonesta Reservation Service.

Families now can enjoy a new way of discovering America with motor home camping holidays. The Hertz Corporation and Camp America are offering motor home rentals and Fly In/Camp Out tour packages throughout the United States and Canada, according to a joint announcement. The new program combines the Hertz motor home rental facilities in New York, Denver and Los Angeles with the Camp America nationwide tour program presently available in 33 key cities. (Cont. P. 3)

IN THE LOS ANGELES AREA GROUPS BOOK THE FABULOUS FORUM FOR THE BIG ONES

Oct.-May — Los Angeles Lakers Basketball

Oct.-May — Los Angeles Kings Hockey

Sept. 9-26 — Ice Follies

Jan. 5-16 — Holiday On Ice

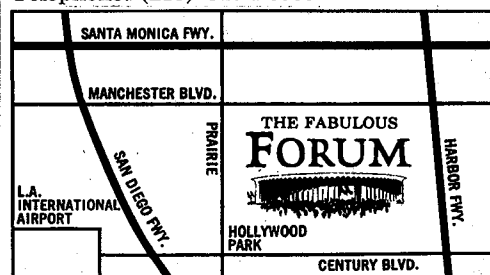
Jan. 29&30 — Harlem Globetrotters

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Following is an abridged version of the annual report given recently by the International Recreation Association's Director General:

"The (1970 European Recreation Congress and Exhibition in Geneva, Switzerland) was an important one for various reasons including these....The Charter for Leisure was completed and announced after three years of work....A Tom & Ruth Rivers Scholarship Fund was set up to encourage and aid students majoring in recreation to attend international recreation congresses....Representatives of some 27 European recreation agencies responded favorably to the idea that a European Recreation Association should be established.

"IRA...has continued to work in close cooperation with the United Nations and its specialized agencies with which we enjoy consultative service status.

"...A project had been worked out and approved by the Federal Government of Canada and the Provincial Government of Quebec calling for 40 recreation authorities to spend 15 days in the United States studying and observing play, recreation and leisure time organizations, programs and facilities.

"The need for recreation supplies and equipment, new or used, is especially acute in developing countries and the demand exceeds the supply. We have a close relationship with the People-to-People Sports Committee which specializes in soliciting sports equipment for such countries.

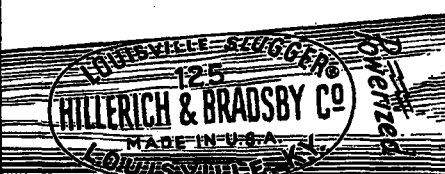
"In May of 1967 when over one million refugees were uprooted by the war in South Vietnam, U.S./AID asked IRA to help in meeting the pressing human needs resulting from the upheaval. Following preliminary investigation...IRA sent a staff of five U.S. professionally trained recreation executives...when the program had come to an end in August 1970...over 8,000 Vietnamese men and women had been trained....The concept of using leisure for constructive purposes had become widely accepted. A National Recreation Association of Vietnam was organized to help carry on the ideals and programs established

there.

"In spite of all the controversies surrounding Vietnam, here is a spectacular demonstration of how the philosophy of recreation and some of its basic techniques could be utilized to help meet a chaotic situation. It also left in its wake an influence and a body of trained workers that can be a constructive force in rebuilding a war-torn nation."

— T. E. Rivers

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That airline is World Airways.

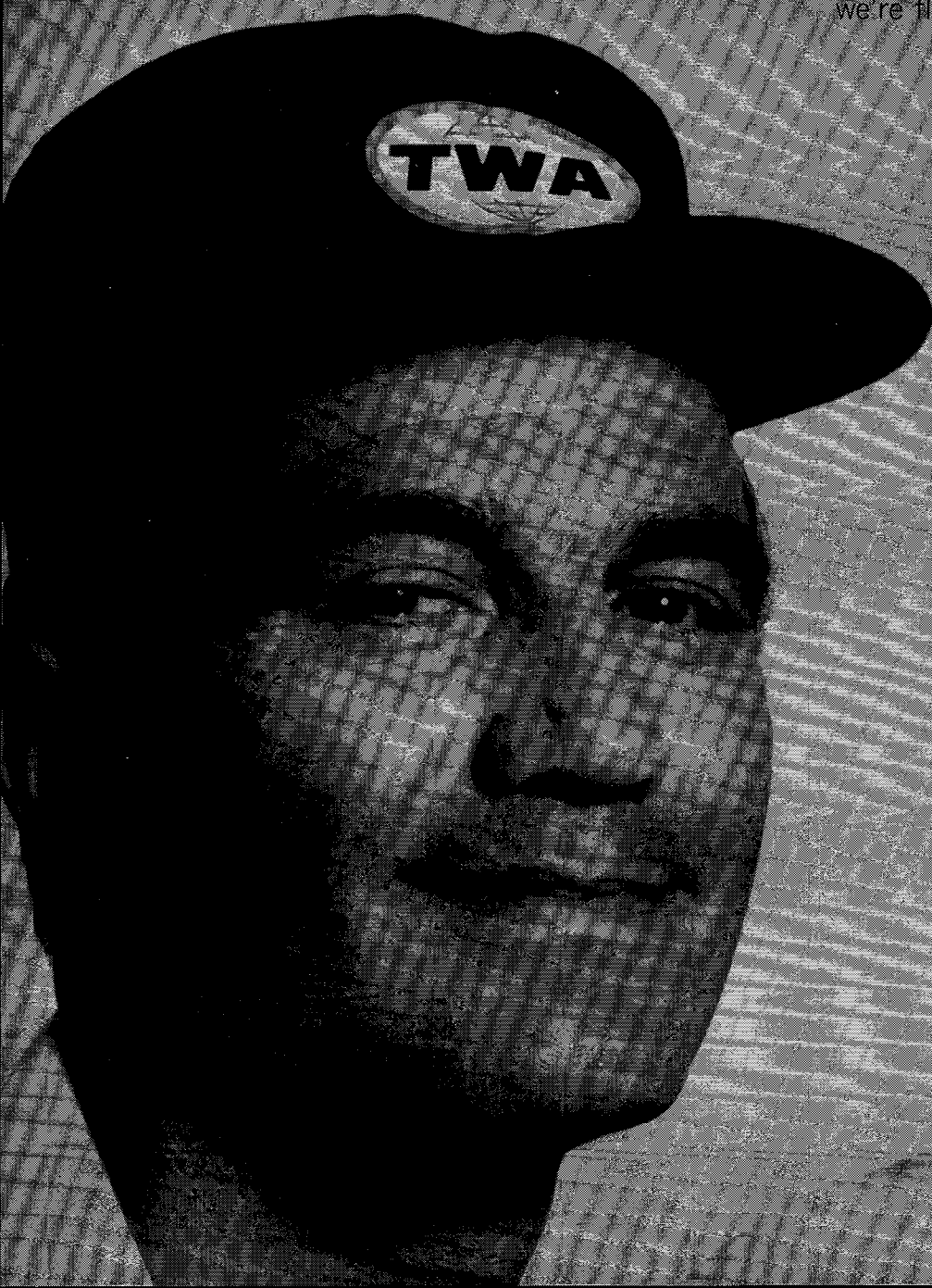
Our maintenance is so good, fourteen other airlines use it. And we're the only airline to win the Air Force's coveted Zero Defects Award. Plus we've won ten separate National Safety Council Awards. (Not to mention that our on-time record stays around 90 percent. You know how good that is in the airline business.)

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Now World has bigger jets, so you can fly bigger groups.

World has stretched out with new "Super Stretch" DC-8-63's. So you can book up to 183 passengers at one time. Or 183 on our Boeing 707's. And if you have a small group of at least 40, look into our split charters. And keep in mind we're flying ITC's to the United Kingdom.



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Travel Without Tears



Tom Donovan

Mr. Donovan is a past president of the American Society of Travel Agents.

Many travelers, particularly vacation travelers heading for a new-to-them area, become highly emotional, "up-tight." They often have misgivings about how to act, how to dress, how to avoid the "fatal" *faux pas* in a strange place. Actually, the contemplation of travel should be a real pleasure, and to many people anticipation of a trip is at least 50% of the trip. They should start out with the premise that everything will not be letter-perfect or exactly the way they have it in the routine at home.

The normal expectation should be 85% satisfaction. Keep in mind that most of the trip will be executed by other human beings who have their own problems as they go about their work. If travelers would keep in mind the 85% figure as a measure of perfection of service, they will generally return home very well pleased.

It is usually well to talk with an experienced travel counsellor in your local area for help in planning and allocating your time according to your budget. Do not "shadowbox" when deciding how much you wish to spend on the trip. In the course of our travels we have encountered hundreds of people in medium- to upper-income brackets who could have afforded better things as they traveled around in different areas. These travelers were neither honest with themselves nor with the people who they consulted when they planned their trip; they paid entirely too much attention to the price tag and not enough to their own life style.

Generally speaking, airline tariffs are among the most complex in the

world; and a knowledgeable counselor will be able to get you the most for your travel dollar, since he can be objective where a carrier employee might not be. In computing what you wish to budget for a vacation, it is always well to anticipate the "little extras" that you will be spending for the accustomed amenities.

Shopping is very appetizing to all lady travelers—they love to shop! Men sometimes become bored with shopping, although they are not adverse to paying for purchases that their wives make if they do not have to accompany them on the shopping trips.

We think it is well to use certain shopping guidelines when traveling, such as:

1. Buy ready-made clothes whenever possible. The possible exception would be Hong Kong; and there it is always well to allow the first two days for arranging for made-to-measure clothing. If you are wise, you will insist on four fittings.
2. You should always remember the utility of the object you plan on purchasing. Can you use it in your home or as a gift?
3. Politely decline to be a "purchasing agent" for friends who want you to pick up a "few items." It is just not fair unless you can do it as part of your regular purchases; even then only spend five to ten minutes doing

so. Of particular importance are the U.S. custom regulations which now limit returning U.S. residents to \$100 a person, retail value, of items which accompany the traveler when he returns to the U.S. Gifts which are priced at less than \$10 retail may be sent as legitimate gifts to your friends and will generally arrive without customs inspection or duty. Items priced over \$10 retail value that you have mailed home will have the applicable U.S. customs charges levied.

Another highly important and often misunderstood rule: If you are given a gift or buy and wear an item of clothing or jewelry, you must legally declare such item and pay the appropriate duty when you return to the U.S.

Generally, for all travel, most passengers take entirely too much luggage. A good basic rule is to pack your luggage, take half of it out, repack; and you will still have more than enough. Ladies particularly like to take furs when they travel, but generally this is not a good idea.

We are utterly amazed at the lack of awareness of the rudiments of money exchange and tipping which should be a must for all travelers. A good travel counsellor can be very helpful in this area.

Possibly a few tips on traveling will be helpful to you:

1. Do not ask in a foreign country, "What is this in real money?" Each country that you visit has their own real currency. Actually, in converting U.S. currency or the currency of a second country as you pass into a

third country, determine the rates of exchange. Also ask a few questions as to what the customary tips are.

2. Generally, when you travel, you will find hotels, airlines, airports, and stores all have English-speaking personnel to answer questions; and if they do not know, they will gladly find out and give you an answer or instructions. One of the most difficult things when traveling is to use a taxi, particularly in foreign countries. It is our suggestion that you always **PRINT** in block letters the name of the place that you wish to reach.

3. When you travel, it is always well to figure that your body adjusts from time changes at the rate of one hour per day, relative to your digestive system and sleeping.

4. If you are accustomed to living at sea level or thereabouts, do not be overly active at higher altitudes. Wait until your body tells you it has regulated itself and you feel normal and not "light-headed."

5. If you enjoy an evening cocktail, it is always well to remember that spirits (liquor) are often not of the same potency as usually served in the United States.

6. Water is usually safe for consumption in modern hotels and restaurants. It should be noted, however, that the chemical content of the water is probably different from the water that you have in your home town, so it is always desirable to drink the same bottled water as you travel through one country.

7. It is better not to travel with new shoes or girdles — rather, break them in before leaving on your trip.

8. The Trunk — In European countries and in many other foreign countries to which Europeans have emigrated or where it has become a "custom in usage" locally, the service staff is hired on a base salary plus a "point rating" according to position. This permits sharing in the service charges that are assessed to all hotel room rates, restaurant or bar charges. Usually *all* staff employees participate in the "trunk" and work as a team to provide excellent service, according to the category of rating of the facility by local hotel and restaurant associations.

In addition to "trunk" participation, the individual service employee expects a minor additional tip, usually

in the area of 5 percent of the restaurant or bar charges, to be left on the plate the waiter used to present your bill. Hall porters, concierges and maids will not frown if you leave them a "little something extra."

A few guidelines for tipping in hotels are as follows: Room service for pressing, ice or any other special service usually requires a minimum 25 cent or 50 cent tip depending on the quality of the hotel. A \$1 a night per room tip to a maid is usually quite satisfactory and it is well to tell the maid at the beginning of your stay that you intend to tip her. It will result in your room being made up early and being kept in tidy condition. Bellboys in hotels now expect 50 cents for one piece of luggage, \$1 for two pieces and probably \$1.50 for four pieces of luggage.

A taxi driver generally expects 25 cents for a ride based on a meter reading \$1.50 or less. Generally, on rides to airports, I give him a \$1 tip, and more if he loads and unloads more than one piece of luggage.

One of the most overlooked service employees in our estimation is the airport bus driver who should be remembered with a 25 cent to a \$1 tip, depending on the amount of luggage he loads on the bus and also unloads.

For wine stewards a tip of \$1 a bottle is adequate, although 15 percent or 20 percent of the cost of the wine is what many of them would like to receive.

Regarding tips to waiters in restaurants or at hotels, generally figure 15 percent of the bill excluding cover or admission charges, and a \$1 or \$2 tip for the captain (if there is one). It will be highly appreciated and generally very much deserved.

Again, we say: when you take a trip, travel without tears and be 85 percent satisfied. Travel is more than a journey; it is an experience in meeting people, enjoying their company, and expanding your knowledge. You will be utterly amazed at how much better you will appreciate news items in the weekly magazines or the daily paper after you return from an area.

May we also again remind you that when you travel, everything will not be like you have it at home. If that is what you want, it is better to stay home. ■

In Las Vegas The Flamingo is a great place to roost.

Located in the heart of the glittering "Strip," the Fabulous Flamingo Hotel gives you all of Las Vegas in one dynamic resort complex. 800 newly redecorated rooms and suites. Four fine restaurants, including the world famous Candlelight Room and the unique Speakeasy Restaurant & Saloon. Top stars like Don Ho, Sergio Franchi and Myron Cohen performing nightly in the Flamingo Room and the Casino Theatre. A shimmering Olympic pool surrounded by acres of tree-shaded lawns and gardens. The Flamingo is Las Vegas.

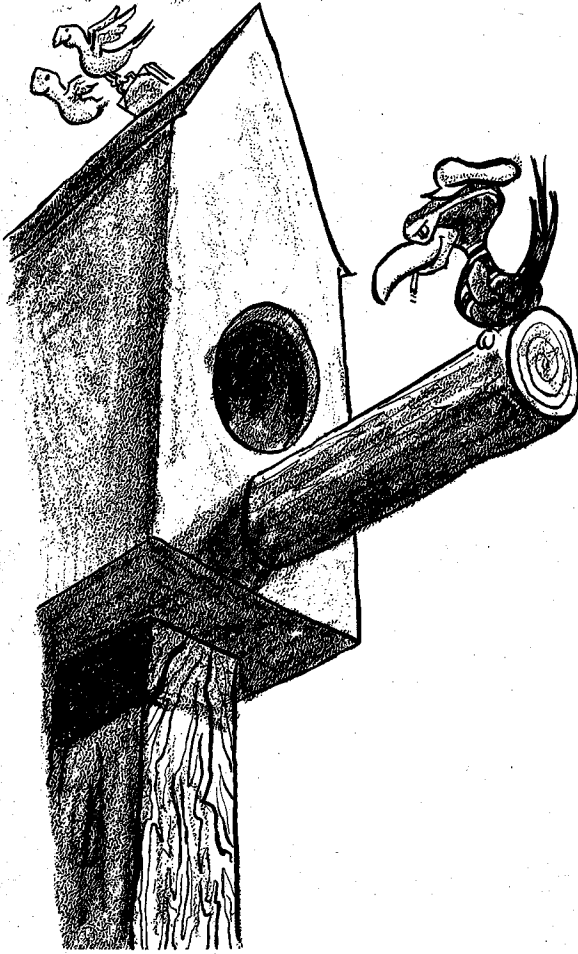


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Las Vegas

Fabulous Flamingo Hotel

Protecting the Nest



When you send your people on tours, will burglars go to work on their houses and property?

According to recent Government figures, there has been a 247 percent increase in the number of daytime burglaries in the past decade; in the past year alone, the volume rose 21 percent.

"Last year, property owners suffered an economic loss of more than \$300 million from burglaries," said John A. Willis, vice president, security, of Pinkerton's, the nation's oldest and largest private security firm. "And prevention and detection are becoming more difficult for local law enforcement agencies due to the tremendous volume of offenses."

Citing the summer months, especially July, as peak activity periods, Willis says that simple preliminary precautions by homeowners in your program can help curb the trend toward more and more burglaries.

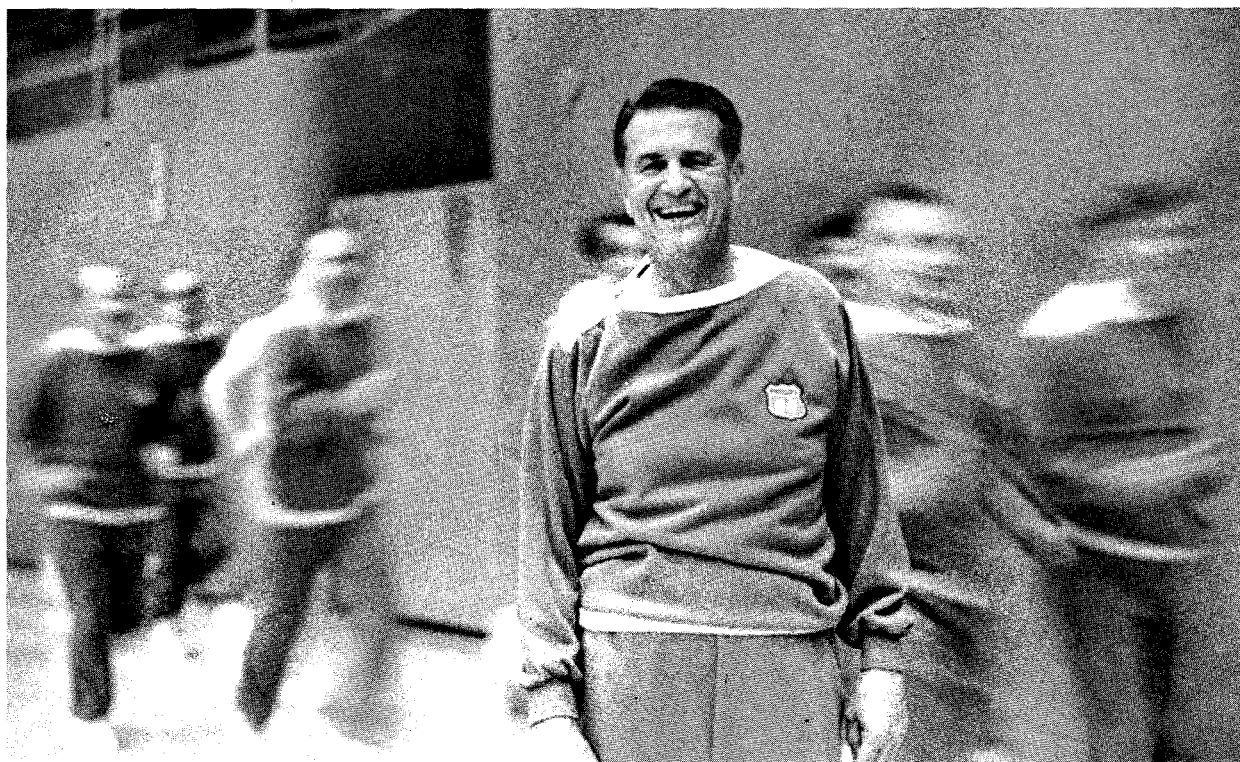
"Giving the impression that the home is not vacant is of paramount importance," he says. "The objective is to create uncertainty in the burglar's mind." The Pinkerton's executive specifically suggests the following precautions:

- Use automotive electric timing devices to operate several house lights at night. A lighted house is less apt to be burglarized than a darkened house.
- Leave curtains open, at least part way. Closed blinds make an effective screen for the burglar.
- Close and lock all doors, including the garage, tool shed and other work shelters. Use pin tumbler, cylinder locks on outside entrances and safety latches on windows. The main entrance should be bolted as well as locked.
- Take care to see that garden tools, ladders, lawn mower and the like are locked up in their rightful place.

Besides the above, Pinkerton's strongly suggests that you suggest to your tour participants to notify their local police department of the departure date, date of return and where they can be contacted in an emergency. Regular police patrols will then keep a day-to-day check on the house. Vacationers should alert their local police if they have the recommended automatic lighting devices. Patrols, as a rule, will be looking for lights in the window during a vacationer's absence. Pinkerton's also advises that a key be left with a neighbor so that he might inspect the premises from time to time.

Among a list of "don'ts," advise your tour groups of the following:

- Don't leave a note conspicuously tacked up on the door for the milkman or some other service. Such a note is an open invitation to the would-be burglar.
- Don't publicize your vacation in the local newspaper.
- Don't let deliveries pile up on the door step or in the mailbox. Stop all deliveries, including the newspaper, milk and the mail. The post office will hold mail, or it can be forwarded; or your neighbor can pick it up.
- Don't let the yard go untended. An uncut lawn is another tell-tale sign for a burglar. Also try to arrange for someone to water the grass occasionally during your absence.
- Don't leave the keys in your car, even if it is in the garage. Remove the keys and all glove compartment valuables and put in a safe place until you return. As an added precaution, Willis suggests that persons who keep their house key on the car key ring take it off. ■



On Physical Fitness

by W. W. Keeler
Chairman
Phillips Petroleum Co.

Mr. Keeler was recently named chairman of the Business and Industrial Advisory Committee of the President's Council on Physical Fitness and Sports. The first public announcement of the Committee's creation was made at the June National NIRA Conference by Astronaut James Lovell, Capt., USN.

I am firmly convinced that one of the keys to the enjoyment of life is physical fitness. For this reason, I participate whenever I can in Phillips' expanding program to promote physical fitness among employees through regular exercise, and was glad to accept a recent request to become a member

of the Business and Industry Advisory Committee of the President's Council on Physical Fitness.

... Organized activities are, of course, important in helping stimulate the desire for physical fitness. However, the main motivation to be physically fit through regular exercise must come from the individual. After all, you can do whatever you need to keep fit right around your home — running in place, jogging, skipping rope, bicycling, calisthenics and the like. What is necessary is simply the strong desire to do regular exercises of some kind and the will to stick with them. Speaking from experience, I believe that the best basis for this motivation is the realization that physical fitness means a More healthy, productive and happier life. ■



Senior Citizens have fun at the annual company picnic. They were brought in through the cooperation of the Chicago Park District, another NIRA member.

Around The Circuit

William D. Prevatt has succeeded James W. O'Hare as manager of the Convention and Visitors Division of the St. Petersburg, Fla. Chamber of Commerce, an associate member . . . An article on industrial recreation has already appeared in the September 3 issue of Life magazine . . . A clerk at Michigan Bell, Mrs. Jackie Harvey, has become world frisbee champion.

A commemorative stamp honoring bowling has been struck as an embossed stamped envelope and is now available from the post office . . . NIRA member Hyatt International will operate a 700 room luxury hotel in Mexico's principal resort city of Acapulco soon.

F-R Wins 4th Helms

SPECIAL — Under the leadership of Arthur L. Conrad and William P. O'May, Flick-Reedy Corporation won its fourth Helms Award this year.

Emphasizing community involvement and a "total man" concept, Conrad and O'May, F-R vice president and personnel manager respectively, helped mold their small company's (less than 400 employees) program into something that even a company three times as large would be proud of.

Toward this end, they had the full support and direct involvement of Company President Frank Flick — an involvement so dynamic that he became the recipient of NIRA's first Employer of the Year Award at the June National Conference. F-R has been a long-time NIRA booster, distributing NIRA literature to 800 or more companies, promoting the Conferences, taking an active role in Region 3 activities. Conrad has been a NIRA vice president for six years.

Some of the F-R activities include:

- Opening up recreation facilities to worthy groups such as senior citizens, the Homebound Program, the Scouts.
- Assisting foreign-born employees to gain citizenship and offering Americanization-type classes.



Bill O'May

- A chapel in-plant where any employee can worship or take respite during the working day.

NIRA NEWS



Bridge Tournee Now Underway

SOUTHFIELD, Mi. — Applications to sponsor a local unit of the Ninth Annual Industrial Duplicate Contract Bridge Tournament must be postmarked no later than September 15. R. Fred Canaday, Tournament chairman announced here.

NIRA sponsored in cooperation with the American Contract Bridge League (ACBL), tournament national winners will be chosen by comparing scores from local games which can be played any time between September 15 and November 15, 1971, Canaday said.

Rules and entree forms have already been mailed to member companies from Michael A. Fryer, NIRA executive director. Companies that have not received forms or who have any questions should contact Canaday, 29400 Brooks Lane, Southfield, Mi. 48077, (313) 356-1532.

Active or retired employees of NIRA-member companies or their immediate relatives may form partnerships, but may not compete in more than one local game. Former national champions become ineligible for a three-year period.

Entree fee is \$1 for each participant. Top winners will receive 10 full days paid to the 1972 ACBL Spring, Summer or

Fall National Tournament or 3500 U.S. Savings Bonds. First runners-up may either attend

the '72 ACBL regional of their choice (transportation allowance excluded) or \$100 bonds.



HI HO FISCHEL! The Texinsmobile rides again! Actually, in this picture, it's on its maiden flight as Texins Assn., Texis Instruments, new "lifting body" all-purpose recreational vehicle. While awaiting certification by the Federal Airways Administration, Civil Aeronautics Board, Outboard Boat Manufacturer's Assn., American Automobile Admin., it was utilized as a mobile display and membership sales booth in all the Texas Instruments cafeterias. Clark Fischel, Texins executive director, reports, "We sold \$25 Master Memberships directly, distributed some 200 enrollment forms and handed out an amazing 3,600 Texins News recreational issues." The Texinsmobile was built by Texoma Club Resort Manager Geoffrey Gunter, Rod & Gun Club Manager Doyle Fivash and TI Sheet Metal Foreman Billy Judkins, TI artist Jim Chambers designed it.

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1972 PROGRAMS

by
Marriott
WORLD TRAVEL

rhine passage

A spectacular eight-day cruise visiting four countries through the heart of Europe ... along the mighty Rhine River.

The outstanding air/river cruise of the year. From Rotterdam to Basel or from Basel to Rotterdam ... either way a magnificent passage.

You'll have a wonderful four-country holiday ... Holland, France, Germany, Switzerland. It's Europe from a different point of view ... a cruise on the Rhine. A patchwork of medieval and modern cities and excitement await you on the Rhine Passage.

Includes round-trip private jet, outside cabin on your luxury river yacht featuring exceptional cuisine, all meals, sightseeing and optional shore programs.

A spectacular eight-day passage ... from a different point of view ... on the new luxury ship, KD Rhine Line/MS Britannia.

Weekly Departures

April-May, 1972

September-October, 1972



grecian passage

Two-week Premiere Class vacation of a lifetime to ORFU, an enchanting Grecian Island in the Ionian Sea ... to ATHENS, birthplace of history ... a spectacular five-day cruise through the AEGEAN ISLANDS ... plus an opportunity for a delightful Roman Holiday.

It's a seven-day holiday in Corfu, with an opportunity to see historic Rome, plus three days in Athens and an exciting five-day cruise on the M/S Orpheus through the Aegean Islands with a stopover in Turkey. It's excitement. Enjoyment.

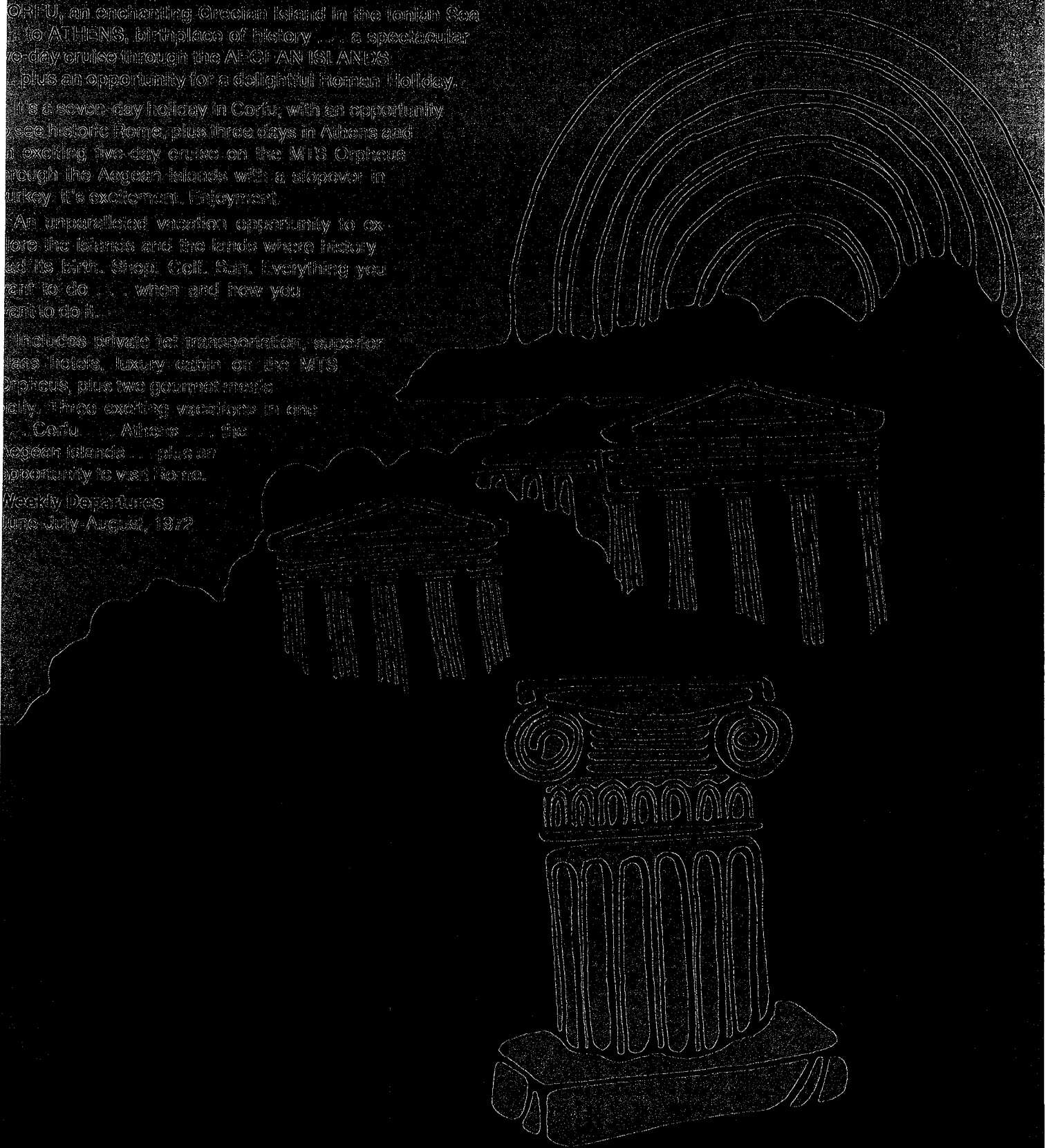
An unparalleled vacation opportunity to explore the islands and the lands where history had its birth. Shop. Coll. Sun. Everything you want to do ... when and how you want to do it.

Includes private jet transportation, superior class hotels, luxury cabin on the M/S Orpheus, plus two gourmet meals daily. Three exciting vacations in one.

Corfu ... Athens ... the Aegean Islands ... plus an opportunity to visit Rome.

Weekly Departures

June July August, 1972



Corfu Passage

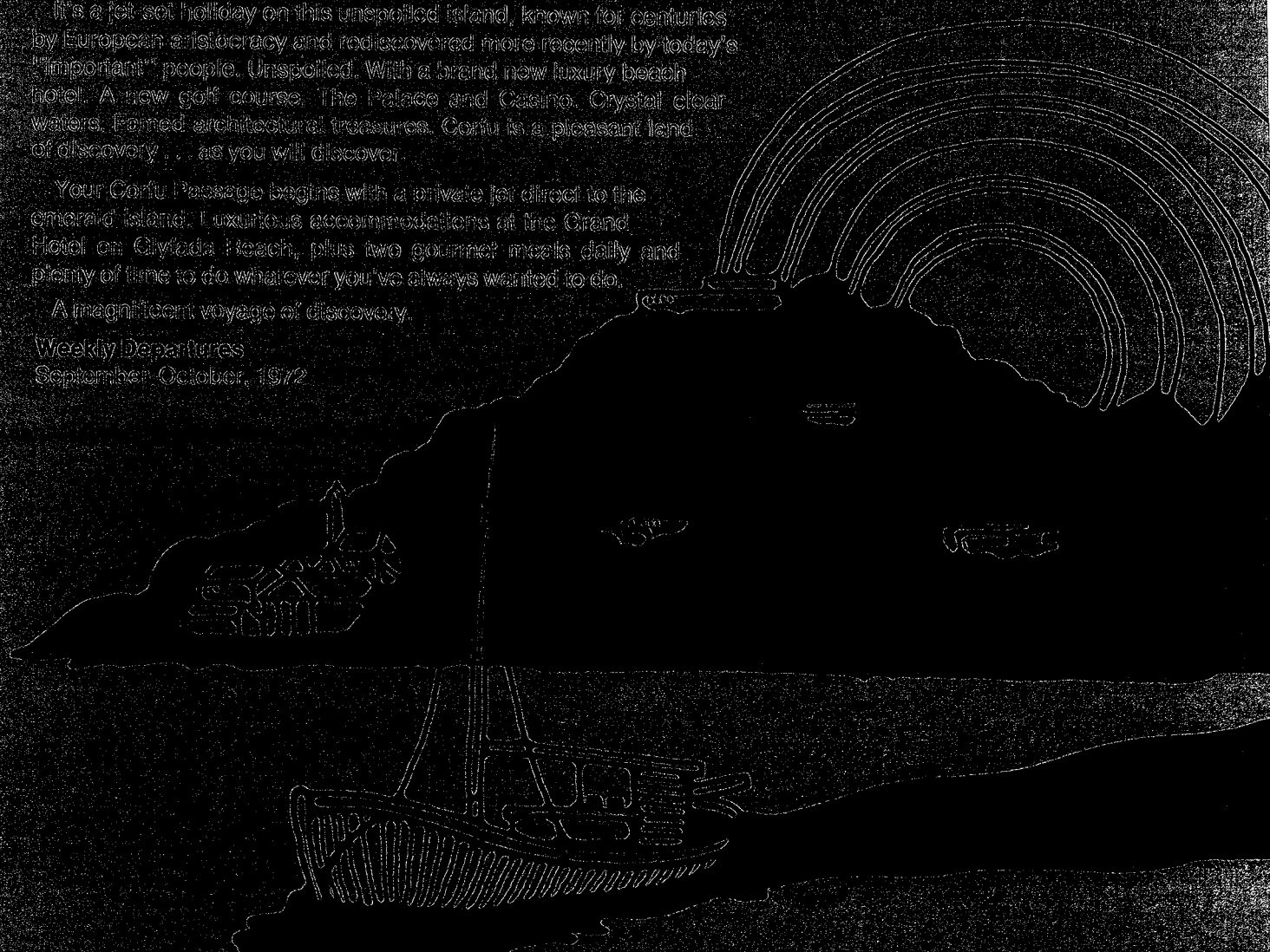
An eight-day journey to an enchanting Grecian island... with an opportunity for an Athens or a Roman holiday.

It's a jet-set holiday on this unspoiled island, known for centuries by European aristocracy and rediscovered more recently by today's "important" people. Unspoiled. With a brand new luxury beach hotel. A new golf course. The Palace and Casino. Crystal clear waters. Formed architectural treasures. Corfu is a pleasant land of discovery... as you will discover.

Your Corfu Passage begins with a private jet direct to the emerald island. Luxurious accommodations at the Grand Hotel on Glyfada Beach, plus two gourmet meals daily and plenty of time to do whatever you've always wanted to do.

A magnificent voyage of discovery.

Weekly Departures
September-October, 1972



WE WOULD LIKE TO HEAR MORE!

NAME _____
NAME OF ORGANIZATION _____
ADDRESS _____
CITY _____ STATE _____ ZIP _____
IN THE PAST WE HAVE TRAVELED TO _____ NO. IN GROUP _____

WE'D LIKE TO HEAR ABOUT YOUR FORTHCOMING PROGRAMS TO:

- ☐ CORFU ☐ ATHENS AND THE GREEK ISLANDS ☐ ACAPULCO ☐ TAHITI
☐ CRUISING THE BEAUTIFUL RHINE RIVER (FOUR COUNTRIES) ☐ IRELAND
☐ PORTUGAL ☐ DELUXE CARIBBEAN CRUISE ☐ OTHER DESTINATIONS

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31st Annual
NIRA National
Conference and Exhibit

Oakland in '72

in
conjunction with the
Western Regional Conference

NIRAITes Participate in Ohio P and RA Program

COLUMBUS, Ohio—NIRA members will participate in a day long industrial recreation section of an Ohio Parks and Recreation Association

confab here at the Neil House, November 9.

All panel members for the five sessions are NIRAITes. They include President-elect John Gentile, Vice Presidents Bob Bauer and Mel Byers, board member Clarence Boyle, and Marilyn Greenlaw, George Mullen and Dan Zieverink.

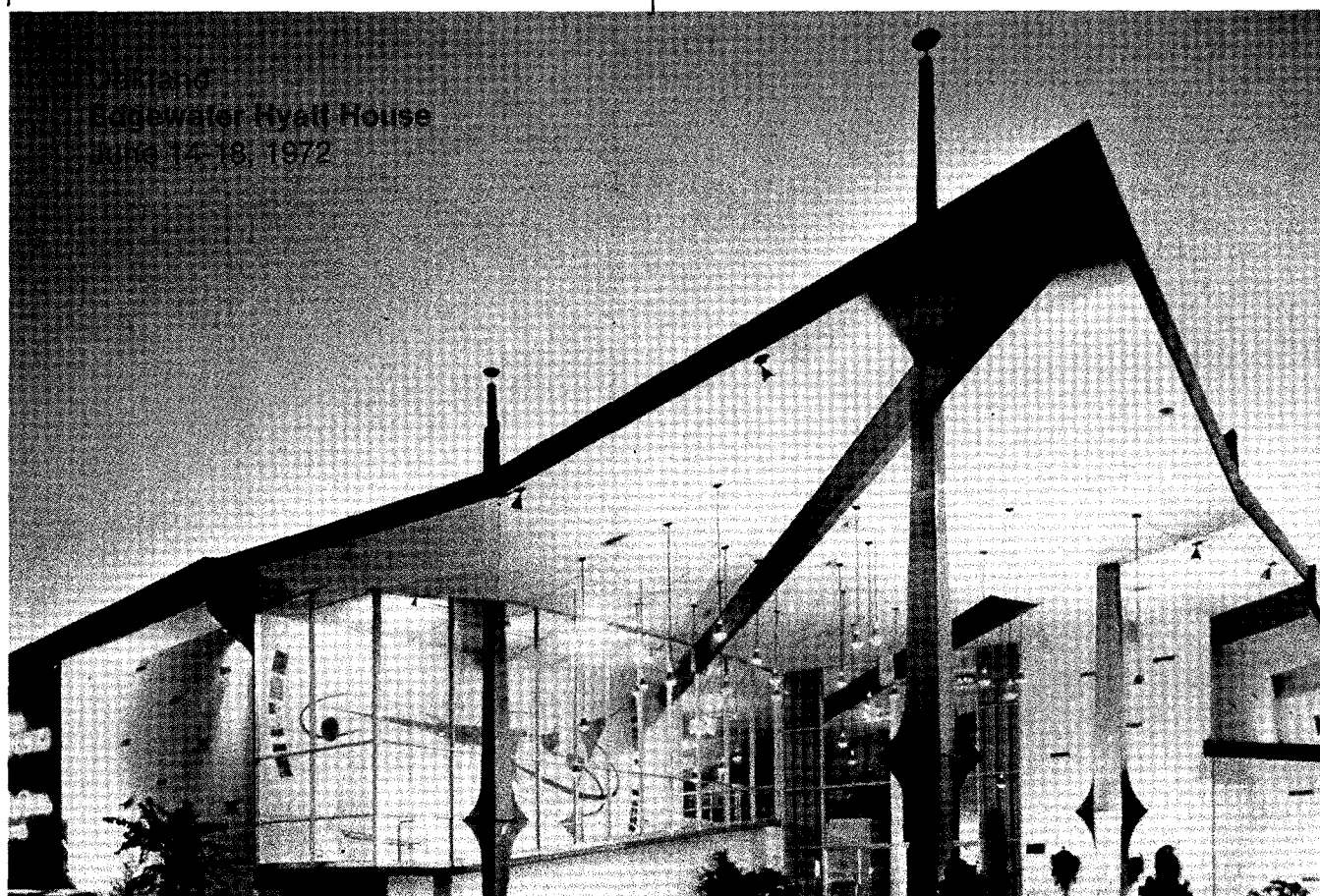
In addition to the sessions an informal cocktail period will precede a banquet at which Donald E. Lukens, Ohio State senator, will speak.

An Ohio Bell multi-media presentation analyzing current society and public relations, a panel discussion of programming purposes and methods and an explanation of NIRA highlight the day's activities.

Interested persons in the Ohio area may seek further information by contacting Dr. Patricia K. Fehl, University of Cincinnati, Schmidlapp Hall, Cincinnati 45202.



The original Batman first appeared in 1938 and his age is certainly showing in this picture taken at a company picnic and appearing in The Johnson Weekly, S. C. Johnson & Sons, Inc.



Win a Miami Beach Week for 2

Or One of the Many
Merchandise Prizes

in the
**1971 NIRA Membership
Drive Contest**



1st Prize — A marvelous six days and seven nights as guests of the elegant Playboy Plaza Hotel in Miami Beach, Florida, plus air transportation in first class style hosted by Eastern Airlines, one of America's leading carriers. **ALL THIS FOR YOU AND YOUR GUEST FOR SCORING THE MOST POINTS IN THIS CONTEST.** The 1st National Bank of Denver awards a \$100 savings bond. Cassette recorded professional golf lessons by Julius Boros is awarded for review again and again.

2nd Prize — 14" Motorola portable television

3rd Prize — EXER-COR: "The New Exerciser"

4th Prize — Complete Kodak camera outfit

5th - 6th Prize — Motorola cassette tape recorder

7th - 10th Prize — Johnson fishing reels

11th - 15th Prize — Cassette recording of professional golf lessons by Julius Boros

Eligibility: Any NIRA Member with 1971 dues paid, club, association, council, company, CIRA or employee of same

Contest dates: April 1, 1971 to October 1, 1971

Scoring: One point awarded per \$10 of membership sold

Sales Procedure: Membership classifications are listed on page 3 of your 1971 membership directory. Start now. Sales kit will be sent to you or write NIRA headquarters. After sale has occurred, send application and check to NIRA headquarters for recording of points.

Go get more points.

7th - 15th Prizes determined by drawing of all contestants

Tour Planning Service

As an aid to travel club officers and recreation administrators, RM briefly outlines some sample tour destinations. Also, note the addition of a **Best Values** column included in this section. Just indicate your

interests on the reply card, tear out and mail. RM will see to it that you receive further details. If you are not interested in travel just now, keep this section as a handy reference.

YANKEE COUNTRY

Maine, Massachusetts, Connecticut, Vermont, New Hampshire and Rhode Island provide historic shrines, year 'round sportsmen's paradise, unique side trips to Newport's stately mansions and authentic Americana for antique buffs. **D-1.**

NEW YORK — CITY AND STATE

Plays, restaurants, shops, cultural sites, United Nations are a few of the city's attractions — but the Empire State has much else to offer, too, with Niagara Falls, the Catskills, West Point, many vineyards and wineries. **D-2.**

WASHINGTON, D.C.

Our capital city and its environs offer the excitement of government-in-action in Congress' visitors' galleries and White House tour. Take thrilling side trips to Mount Vernon, the Naval Academy and Arlington. **D-3.**

OUR COLONIAL HERITAGE

Rich in history are Virginia, Delaware, Maryland and Pennsylvania. "Must" stops include restored village of Williamsburg, Yorktown, Gettysburg, Amish and Pennsylvania Dutch country, Independence Hall. **D-4.**

SOUTHERN HOSPITALITY

The best of the Old South lives on in Georgia, Mississippi, Alabama — plus new sea coast resorts on the Gulf coast shores for fun and games! **D-5.**

FLORIDA ESCAPE

Jet-away to sun and fun in the state with much to offer — beautiful beaches, exciting cities, historic sites, everything imaginable in outdoor recreation. Disneyworld opens next month. **D-6.**

MID-CONTINENT, U.S.A.

From the quiet beauty of a Minnesota lake, to the bustling excitement of the nation's Second City, to the thrill of following the Lincoln Heritage Trail — the central states offer a wide variety of entertainment to travelers. **D-7.**

ROCKY MOUNTAIN COUNTRY

Any season is the right one to visit Colorado, Idaho or Utah. Spectacular scenery, out-of-this-world skiing, trail-riding, shooting the rapids keep visitors out-of-doors all year 'round. **D-8.**

A PLACE IN THE SUN

Arizona offers golf, swimming, the charm of Scottsdale, the grandeur of The Canyon and side trips to any of 19 Indian reservations. **D-9.**

WHERE THE ACTION IS!

In Nevada, of course — but there's more to it than the thrills of Las Vegas. Wise tourists also visit Hoover Dam, Lake Mead and Fire State Park. **D-10.**

CALIFORNIA — A COASTAL INTERLUDE

From the world's most perfect climate at San Diego, north through Disneyland, Knott's Berry Farm, Hollywood, San Simeon, Big Sur country, Monterey, to exotic San Francisco — no time to be bored on a trip like this! **D-11.**

THE 49TH STATE

Travel by ship or plane, but plan to spend part of next summer in Alaska in the heady atmosphere of America's last frontier. **D-12.**

"ALOHA" ...

means hello or goodbye in Hawaii — and a lot of things in between. Visit one island or four major ones. Stopovers in San Francisco can be arranged also. **I-1.**



Tour Planning Service

Yes, I am interested in those tips checked below. Please send me complete information about them.

ITEM(S)
(specify by letter and number)

Name Title

Company

Address

City State Zip

RM Planning Service

CARIBBEAN CARNIVAL

Beachcombing or nightclubbing — whatever's your pleasure you'll find it in the Virgin Islands and Puerto Rico. Lots of Old World charm abounds here, too. Why not try a Caribbean cruise for a change? **F-2.**

BRAZIL

This largest South American country has more than lots of coffee — look for the girl from Ipanema, Sugar Loaf Mountain, historic statue of Christ of the Andes, beautiful Brasilia. Carnival time in Rio is a never-to-be-forgotten adventure. **F-1.**

ARGENTINA

Our winter means it's summertime in the Southern hemisphere, so take along warm-weather clothes. Sight-see in Buenos Aires, browse in lovely shops and native markets, see life on the pampas at a lavish country barbecue. **F-2.**

MEXICO

The charm of Taxco, the elegance of Acapulco, the cosmopolitan aura of Mexico City are close to home — yet worlds-away in atmosphere. **F-3.**

OUR NORTHERN NEIGHBOR

No language barrier in Canada! Rough it in the far North woods areas, or live-it-up in the sophisticated at-

mosphere of Canada's largest cities. **F-4.**

SOUTH PACIFIC

Tahiti, Bora Bora, Samoa — Polynesian dances, water sports, mountain climbing entertain the visitors. Visit in air conditioned comfort of one of the new hotels recently built in this fast-growing tourist mecca. **F-5.**

AUSTRALIA-NEW ZEALAND

"English spoken here" in the land of the koala bear, kangaroo and boomerang. Tourists claim New Zealand offers some of the most beautiful scenery in the world. **F-6.**

THE FAR EAST

Expo '70 may be over, but the Orient still has many attractions, including unusual temples, tea houses, museums and, of course, the shops of Hong Kong. **F-7.**

THE ISLES OF GREECE

Cruises or air excursions are available that include visits to Crete, Rhodes and Corfu, as well as extensive sightseeing in Athens. **F-8.**

EUROPEAN CAPITALS

Much to see in London, Brussels, Amsterdam, Cologne, Luxembourg and Paris. Tour includes several side trips to spots of interest. **F-9.**

COSTA DEL SOL

Fast becoming the winter-time playground of Europe, this area offers many attractions including golf courses, swimming pools, nightly entertainment at hotels — at reasonable prices. **F-10.**

RHINE CRUISE

Travel the historic Rhine in comfort, taking adventurous shore excursions in such spots as Bonn, Heidelberg and Cologne. **F-11.**

FRANCE

Who wouldn't become a Francophile after seeing first-hand the beauties of Paris, the enchantment of the chateau in the Loire valley, the charm of Monte Carlo! **F-12.**

ITALY

Music and art lovers revel in cities like Milan and Florence — and everyone loves Rome with its beautiful fountains, historic ruins and the splendor of Vatican City. **F-13.**

SCANDINAVIA

Norway, Sweden and Denmark offer many things to do — view the extraordinary scenery, visit the fascinating shops, relax in Copenhagen's famed Tivoli Gardens. **F-14.**

AUSTRIA

Vienna and Salzburg are highlights of this trip, but

visitors find all of Austria abounds with music and art. Skiing here is great — and don't miss those Viennese pastries! **F-15.**

BRITISH ISLES

See and compare the charms of Scotland, Ireland and England. In the lands of the heather, shamrock and flowering gardens you'll find the residents friendly — and able to converse with you! **F-16.**

LONDON

Entertainment and sightseeing to places such as Buckingham Palace, The Tower, Westminster Abbey are offered, plus visits to stately homes as well as not-so-stately Carnaby Street. **F-17.**

IRELAND

Stay overnight in a castle, kiss the Blarney Stone, visit the Abbey theatre in Dublin, savor the beauty of the Emerald Isle. **F-18.**

SWITZERLAND

The quaintness of this small country with its lovely chalets and spectacular scenery charms every visitor. Skiing is, as you would expect, excellent. **F-19.**

INDIA

You may not only see beautiful palaces here, you can actually stay in one, making side excursions to the Taj Mahal and other spots of interest. **F-20.**

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Best Values in Group Travel

V-1. SATURN

Sheraton, Sonesta & Hilton hotels — the great names of the hotel industry are featured in Saturn Airways group affinity packages to Nassau, Hawaii, and Las Vegas. On the assumption that all travellers want quality accommodations Saturn arranged for rooms at the gracious Sheraton British Colonial and the deluxe Sonesta Beach Hotel and Golf Club in Nassau, the new Sheraton Waikiki on Waikiki Beach in Hawaii, and the Hilton International in Las Vegas as part of their Fall/Winter group promotion.

Top quality hotels are used throughout the Saturn programs, yet individual costs are extremely low for a minimum affinity group of 40 persons. A surprising number of "extras" are included — cocktail parties with choice of beverages, all transfers to and from hotels, all taxes and gratuities, American style breakfasts; barbeque dinner at the Nassau Sheraton, dinner shows and lounge shows in Las Vegas, sightseeing in Hawaii, and unlimited complimentary green fees at the Sonesta Beach in Nassau.

For only \$99 plus tax, gratuities and air fare, an organization can select a full week holiday in any one of a dozen European city pairs such as London/Paris or Madrid/Lisbon. The group will stay seven nights in first class hotels with private bath, have breakfast each day, enjoy sightseeing in each city, travel by surface to see the countryside between cities, and can choose the number of days to be spent in each city. The pace is leisurely and planned so that each group will savor each city and each country to the fullest.

All of Saturn's programs can be modified to meet a group's specific requirements.

Saturn Airways, now in its 26th year, is a certificated U.S. supplemental air carrier listed on both the American and Pacific Coast stock exchanges.

V-2. MARRIOTT

Marriott Corporation has entered the international travel field with the formation of Marriott World Travel, reflecting the continuing need and ultimate fulfilment of the total travel experience, domestically as well as internationally.

Mr. E. Thomas Bratton, former National Sales Manager, Marriott Hotels, Inc. has been named Vice President and General Manager of Marriott World Travel.

In speaking of the new company, Mr. Bratton said, "Now we can offer an additional dimension to our corporate family of services with international travel arrangements be it for groups of two or two thousand. Our experience in hotel management most certainly qualifies us for selecting the hotels and the destinations most likely to appeal to the traveling public."

To enhance this new direction, Marriott World Travel's staff of leading travel authorities is continuously searching for exciting, untapped areas to appeal on a broad base. This philosophy is featured in the company's advertising theme, "... New Corners of the World."

MWT will assist professional and trade associations, corporations and clubs, as well as the individual, industrial travel with complete and meaningful travel arrangements and programs . . . for leisure, incentive or business-oriented travel.

The benefit to these groups and organizations is the ability to capitalize on Marriott's research and development of the exciting "New Corners of the World" concept. More importantly, because of the Marriott buying power, groups are able to realize savings of up to 40 percent over private arrangements.

V-3. THE FORUM

In the three and one-half years since The Forum in Inglewood, Ca., held its initial event, almost 14 million

persons have attended a multitude of events including the home games of the National Hockey League's Los Angeles Kings and the National Basketball Association's Los Angeles Lakers. Majestic in both size and concept, the massive and impressive Forum is the modern day counterpart to the Colosseum in ancient Rome.

Surrounding the exterior of the building is a stately colonnade of 80 sculptured columns of precast concrete. The columns support the reinforced concrete compression ring from which the cable roof is suspended. The cable system is attached at the center to a structural steel tension ring which eliminates all columns from within the building—permitting the maximum spectator visibility, including all seats angled at a mythical center point and equal distance away from the action.

Each year The Forum is the site for such extravaganzas as concert appearances by Tom Jones, Elvis Presley, The Rolling Stones and many, many more; The Ringling Bros. Barnum & Bailey Circus, Ice Follies, Holiday on Ice, The Forum Championship Rodeo, The Forum International Horse Show, world championship boxing (including the rematch between Muhammad Ali and Joe Frazier, tentatively set for early 1972), professional tennis, indoor track, the Harlem Globetrotters, conventions and closed circuit television presentations.

V-4. ABBEY VICTORIA

The Abbey Victoria is a 1,000 room hotel in Manhattan's most convenient midtown location. Situated on the northeast corner of Seventh Avenue and 51st Street at Rockefeller Center, the Abbey Victoria Hotel combines grace and tradition with modern comfort and convenience. This hotel welcomes groups and will help you plan a New York City trip for your employees.

You can walk to most of the city's

outstanding midtown attractions. Walk one block to Rockefeller Center housing the world-famous Radio City Music Hall. Walk one or two blocks in any direction to see your choice of Broadway shows. Tickets available at the Theatre Ticket agency in the hotel lobby. Walk two blocks and shop the great Fifth Avenue stores. Hundreds of international restaurants are also within walking distance. Right within the hotel, enjoy authentic Swedish smorgasbord in the famous Stockholm Restaurant. An intimate cocktail lounge and moderately-priced coffee shop are also featured.

Walk to the Modern Museum of Art, New York Cultural Center, Carnegie Hall, Times Square and Lincoln Center. All kinds of sightseeing tours are available at the Sightseeing Desk in the lobby. See the U.N., Greenwich Village and Madison Square Garden on these tours or use convenient subway and bus lines. Everything is within easy reach.

The hotel specializes in treating groups like individuals. Special low group rates are available for rooms — and meals, if desired. All rooms with TV, private bath and shower. Rates are so reasonable you can give your employees an exciting New York trip at the best value for their money.

V-5. NACT

As a member of the National Association of Commercial Travelers (NACT), your employee will enjoy 15 benefits in all including important travel discounts, valuable travel related services and discounts on home entertainment activities.

More than 125,000 NACT members get a discount-for-cash at 3,400 top-rated hotels and motels across the country. Included in the club's big Discount Directory are pre-screened, quality independent lodgings plus many others that belong to such well known chains as Holiday Inn, Rodeway Inn, Imperial "400," Travelodge, Howard Johnson Motor Lodge and many more.

Your employee-member can save up to 20 percent when he rents a car from any of three car rental companies with coast to coast offices. He gets free travel related services to use as often as he likes . . . including professionally prepared trip routings on full-color maps, mail forwarding service, travel information service, camping service, and a \$500 car theft reward. *Enroute*, the club newsletter,

is filled with money-saving travel trips and interesting features. Members also enjoy other savings . . . on books of all kinds, home movies, insurance and photo finishing.

You can help your employee join NACT at the special group rate of only \$3.75 for a full year's membership.

V-6. WORLD AIRWAYS

World Airways specializes in three types of charter flights: Affinity (pro rata) charters; Inclusive Tour Charters (ITC's), and Single Entity charters.

Pro rata or affinity charters are sold to ethnic, educational, fraternal, professional and employee associations. ITC's are individually arranged "package" tours that include hotel and ground travel to several destinations and are offered through travel agents. Single entity charters, which include the "Incentive programs," are usually sponsored by corporations for their employees or sales organizations.

More than 50 of the nation's largest companies have retained World's charter services in the single entity category, many of them repeatedly. For employees of larger organizations, the pro rata charters have a special appeal. The employees can decide where they want to go, when they want to go, and then arrange for the trip through their employee organization and/or a travel agent. The cost for the trip is divided equally among all the employees who go on the flight — that is, pro rated among each passenger-employee.

World Airways has offices in major cities of the U.S.: Oakland/San Francisco, Los Angeles, Seattle, Chicago, Houston, Detroit, Philadelphia, Boston, New York, Washington, D.C. and Atlanta. The sales representative in any of these cities will gladly assist in providing information, or fill in the coupon on page 12A.

V-7. HOLIDAY INN

Americans are used to finding Holiday Inns by the side of the road and in large cities, and now the famous Great Sign stands before resort Holiday Inns, not only in this country and Canada, but also eastward to Morocco, westward to Hawaii, and southward to Mexico and the West Indies — indicating a number of perfect places for that exotic vacation you've been promising yourself.

The Holiday Inn of Acapulco, for

instance, rises high above the bay, providing from balconied rooms breathtaking views of the beach, the yachts and cruise ships on the sparkling water, and the mountains of Mexico. The visitor can enjoy all kinds of water sports, from deep-sea fishing to sailing, from swimming and water-skiing to sun-bathing and watching the high divers at La Quebrada. The Inn contains dining rooms that serve Mexican and international dishes, and one can attend a bullfight at the nearby arena.

Many vacationers head for the Caribbean for island-hopping cruises or some beachcomber's paradise hidden from the busy world beyond some peaceful cove with its sunny white beaches, forested mountains in the distance, and jungle birds calling to each other from the flowering trees.

The number of Holiday Inns abroad is increasing as the former innkeeper of the nation goes international, becoming "The World's Innkeeper" and providing travelers on exotic vacations with the comforts of home.

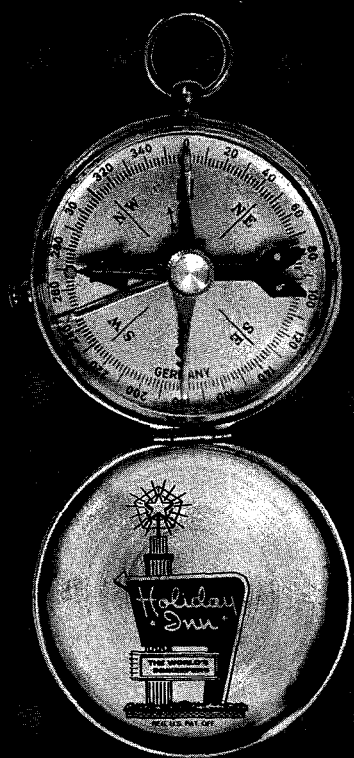
V-8. FLAMINGO

Located in the heart of the famed Las Vegas "Strip," The Fabulous Flamingo, a Hilton Corp. hotel, is one of the world's most beautiful and comfortable resort-hotels.

At the Flamingo, you'll really unwind and have an unforgettable vacation. Enjoy our gleaming, jumping Casino, the Flamingo Showroom featuring the superstars in the world of entertainment, the Casino Theatre presenting Las Vegas' finest lounge shows and superb cuisine in the gourmet candlelight Room and the Speakeasy Steak House.

Live it up and see *all* of Las Vegas — at the Flamingo, a NIRA member. Stroll the paths that wind through acres of beautiful gardens and floral groupings, take a refreshing plunge in the sparkling olympic pool . . . or lounge in the poolside greenery which would make a perfect background for your cocktail reception.

Just minutes from The Fabulous Flamingo, you'll find many exciting activities for a daytime jaunt. Enjoy a day of golf, with several nearby championship courses to choose from. Lake Mead and Hoover Dam sites just a short drive. Beaches for swimming and marvelous open spaces for water-skiing. There's also fishing and horseback riding and winter sports in mountain snow. ■



**Wherever
your people
want to have a good time,
our people have
time to help them.**

Next time you're planning a trip for your employees think about how easy it would be if there were someone you could call to do the planning with you.

Holiday Inns can do just that. And there are over 1,400 of them throughout the world. In almost every place you could possibly want to visit for recreation. All you do is tell us where you want to go. We'll

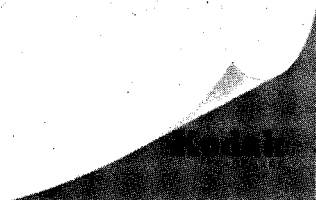
make the reservations for you. And at Holiday Inns you can be assured of fine accommodations and the warm, personal touch you deserve . . . Because we want your people to have a good time.

For travel assistance call Mr. Bern Pollack, Director, Domestic System Sales. Holiday Inns, Inc. 901/362-4225.

NIRA's present officers assumed duties the last day of the National Conference in June. Their approach to Association activities is one of personal involvement and aggressive leadership.

The NIRA Board of Directors 1971-72

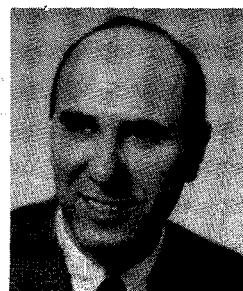
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President
(Eastman Kodak Co.
Rochester, N.Y.)



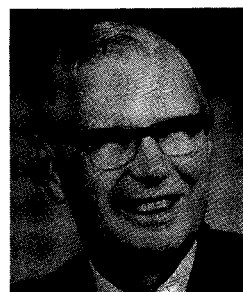
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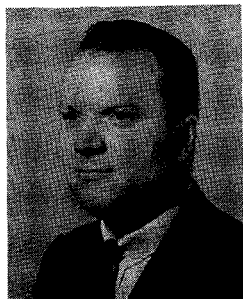
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Immediate Past President
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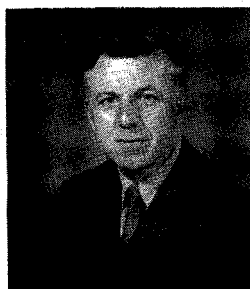
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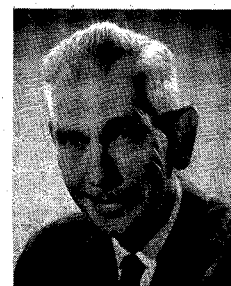


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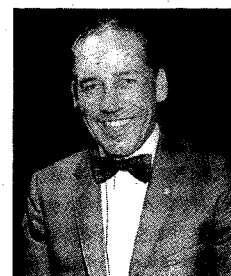
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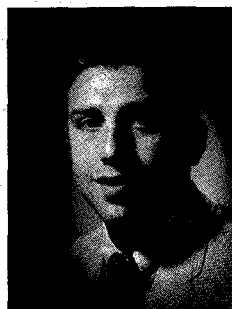
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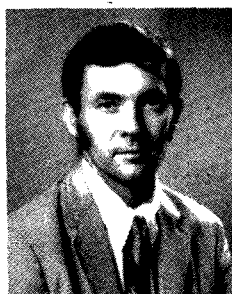


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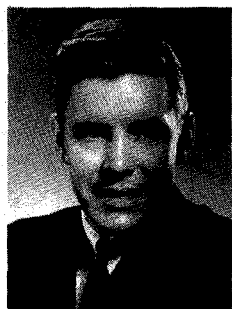


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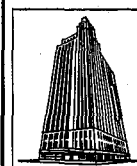
Region 8

*Stay in
New York
where you can
walk to what
you want
to see most.*

And stay in style in our beautifully remodeled and redecorated 1,000 room air-conditioned hotel. Every room with TV, private bath and shower. Coffee Shop, Cocktail Lounge, famous Stockholm Restaurant. Every modern convenience. Parking available.

Singles from **\$15**. Doubles from **\$18**.
Twins from **\$19**.

Abbey Victoria
HOTEL



51st Street at 7th Avenue
New York, N.Y. 10010
Tel.: (212) 246-9400

For color brochure or reservations,
contact your travel agent or us.
George Geiger, President.
Ainsley K. Blair, General Manager.
Claire Hogan, Director of Sales.

The New Travel Clubs

Recreation managers across the country are discovering they can now help their employees save money and enjoy travel more even if they are unable to take advantage of group or special overseas tours. They are discovering a small relatively new travel service offered by a handful of companies which are just discovering the industrial recreation market.

These firms began by offering similar services to vacationers from other areas. Once those territories gained sufficient strength, the companies have looked into the specialty or "fringe" markets such as industrial recreation. Basically, what they offer are values and bargains to the individual or family traveler, starting with discounts-for-cash at hotels and motels.

In industrial recreation, such values can be passed on to the many employees unable to take advantage of

special low-cost group tours handled through the recreation manager. Most families prefer short weekend jaunts or regular vacations. And the family-man, the mainstay of every company, schedules his vacation when the kids can go too, traveling by family car or rented vehicle to destinations primarily within the U.S.

Such firms as the National Association of Commercial Travelers (NACT) are designed to appeal to this broad audience—the great majority of your employees. NACT, for instance, is geared to people who pay as they go rather than the individual from the executive suite who travels with his credit card.

It offers members 15 benefits in all including travel discounts, valuable travel related services and even discounts on home entertainment. The recreation manager need barely involve himself at all since employees join individually.

NACT has always operated on an immediate payment basis. All of the 3,400 NACT-approved hotels and motels, for example, give members a discount on room rates, usually 10 percent, when the member pays his bill before leaving. Members also get a cash discount from Dollar-A-Day, Airways, and Econo-Car nationwide car rental systems. This represents an additional discount on rates which are already lower than those of other car rental companies.

Home-movie fans have more than 300 Castle films to choose from, while they enjoy a 20 percent savings. Five

insurance plans are also available to qualified members at special rates, including health, accident and life insurance protection. These plans are designed to let each member "add on" the protection he needs to his present insurance program. Members also enjoy quality photo-processing service at special rates. New film is returned to the photographer, if he wants, with the finished prints.

NACT has added several travel-related services, all of which are free to members. There's a trip planning service, for example, provided by the Trip Routing Department, which experts clearly marks the fastest or most scenic route for a trip, on large color maps.

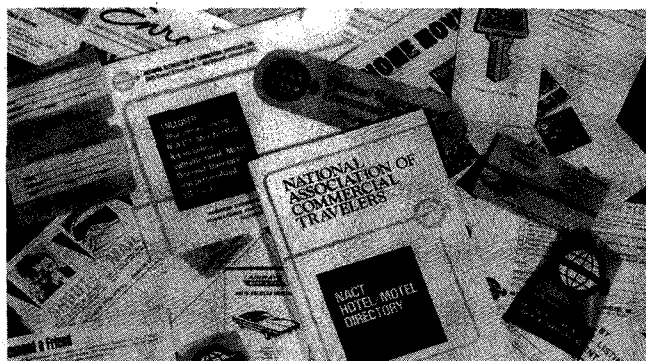
All members receive *Enroute*, an interesting and informative newsletter with money-saving ideas, "close-up" views of specific vacation spots, trip tips and other travel related articles; and a "welcome kit" which includes club decals, luggage tags and the new *Hotel/Motel Discount Directory*, listing NACT-approved lodging where members get discounts. A popular decal in the kit warns would-be thieves that NACT will pay \$500 to anyone supplying information which would lead to the arrest and conviction of anyone who steals the car.

Andy Byrne, NACT director, foresees "unlimited potential" for groups like NACT and cites three growth factors: Increased leisure time, a more affluent society and greater "consumer consciousness."

An example of burgeoning service companies in the travel industry



New members receive a "Welcome Kit," complete with the latest *Hotel/Motel Discount Directory*, listing more than 3,400 lodgings honoring the NACT card, car decals, a home movie catalog, service request card and a variety of other useful brochures and booklets.



Since NACT memberships are becoming more and more popular with recreation managers, the organization has put together a handy kit with all the materials an rm needs. Employees can join over coffee breaks or lunch hours, since enrollment takes just minutes.

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- IBC National Assn. of Commercial Travelers

NACT TRAVEL CLUB OFFERS YOUR EMPLOYEES TRAVEL DISCOUNTS PLUS MANY OTHER BENEFITS!

Now all your employees can save hard cash whenever they travel in the U.S. by joining NACT / A National Association of Travelers. NACT members enjoy 15 money-saving discounts and services including hotel and motel room rate discounts, discounts on car rental, free trip routing service and much more. Even if a member travels just once a year, the room rate discounts alone can easily pay the low membership dues. Regular member dues are just \$5 a year, but now your company employees can join at our special group rate of \$3.75 per member. And look at all these valuable membership benefits . . .

Room Rate Discounts. NACT members save—usually 10%—at over 3,400 better hotels and motels all across the U.S.A.

Rent-a-car Discounts. NACT members enjoy important savings at 3 major car rental companies with offices coast to coast.

Free Trip Routings. Personalized trip routings anywhere in the U.S., clearly marked on big, full color maps.

\$500 Car Theft Reward. Car window decal helps ward off would-be thieves.



25% Discount on Books. Big savings on virtually any book (except textbooks) now in print.



Free Travel Newsletter. Money-saving travel tips, travelogues, safety information and more in "Enroute," the club newsletter.



Photo-Finishing Savings. Low cost, high quality film processing for prints, slides or movies . . . color or black and white.

20% Home Movie Discount. Choose from 300 films . . . black and white or color, 8mm or 16mm, sound or silent.

PLUS MORE! NACT members also get other valuable benefits such as free camping information service, free luggage tags, reflective bumper sticker, auto emblem, mail forwarding service, eligibility to apply for low cost insurance plans, and free travel information service.

Fill out and mail the coupon below for all the facts on this exciting travel club with big, money-saving benefits for all your employees.

**CLIP COUPON TO COMPANY LETTERHEAD
AND MAIL TODAY FOR COMPLETE INFORMATION**

SEND
TO: **NACT**
Attention: C. D. Brown
1000 Sunset Ridge Road
Northbrook, Illinois 60062

- ☐ I'm interested but want to know more. Please contact me.
- ☐ I like your program. Please send descriptive literature and applications for _____ (number) employees.

Name _____

Title _____ Phone No. _____

Company _____

Address _____

City _____ State _____ Zip _____



At Your Service

When an industrial recreation administrator joins the National Industrial Recreation Association, he gets more than a certificate to hang in the office wall. He becomes a member of a professional organization dedicated to the concept that industrial recreation is sound management policy.

He receives specific help to make his company's recreation program a more effective and dynamic one.

Membership Application National Industrial Recreation Association

20 N. Wacker Drive, Chicago, IL 60606 (312) 263-6696

PLEASE PRINT

NAME _____
last first middle

TITLE _____

COMPANY _____

ADDRESS _____
street city state zip

NUMBER OF EMPLOYEES _____ REFERRED BY _____

ALL DUES PRO-RATE FROM NEAREST MONTH TO END OF CALENDAR YEAR UPON JOINING

MEMBERSHIP FEE SCHEDULE

ORGANIZATION		MAXIMUM DUPLICATION OF SERVICES	FEE
<input type="checkbox"/>	less than 1,000 employees	2	\$ 35
<input type="checkbox"/>	1,001 to 5,000 employees	4	\$ 75
<input type="checkbox"/>	5,001 to 10,000 employees	6	\$105
<input type="checkbox"/>	over 10,000 employees	10	\$135
<input type="checkbox"/>	branch beyond max. no.	1	\$ 25
<input type="checkbox"/>	Industrial Rec. Council	1	\$ 50
<input type="checkbox"/>	Individual	1	\$ 25
<input type="checkbox"/>	Individual Military	1	\$ 25
<input type="checkbox"/>	Individual Special	1	\$ 10
<input type="checkbox"/>	Commercial Affiliate	1	\$150
<input type="checkbox"/>	Commercial Associate	1	\$300
<input type="checkbox"/>	Student	1	\$ 5
<input type="checkbox"/>	Retired	1	\$ 5
<input type="checkbox"/>	Retired Life-time	1	\$ 50
<input type="checkbox"/>	check enclosed	<input type="checkbox"/> please bill	

NIRA Membership Benefits

MEMBERSHIP INCLUDES

- national awards program
- professional consulting service
- national and regional conferences & workshops
- national & regional tournaments
- certification program—professional society
- publications and periodicals
- Recreation Management professional journal
- NIRA Keynoter
- President's Bulletin
- art, printing and publication assistance
- research reports
- professional library loan service
- special mailings
- certificate of membership

COMMERCIAL CATEGORY

AFFILIATE—Restricted sales in one region only
Membership Directory

listing in Directory
listing in Annual Buyers' Guide
subscription to Recreation Management
special mailings

ASSOCIATE—Unrestricted national sales

Membership Directory
listing in Directory
listing in Annual Buyers' Guide
subscription to Recreation Management
special mailings

direct business referrals
20 percent discount on National Conference exhibit space
permission to use NIRA logo
market research assistance

Only organization members vote and hold office
Organizations may purchase extra services beyond maximum services at \$25 per extra service
Individual Special must be employee of NIRA member organization or council
Organizations attach extra sheet listing names and addresses for duplicate services

recreation management

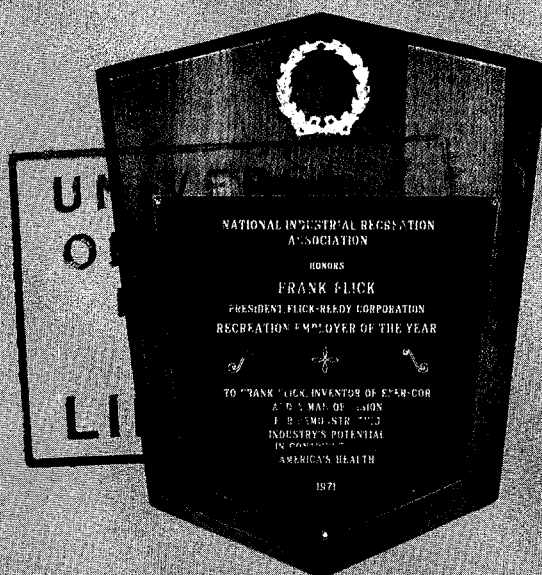
OCTOBER 1971

the Journal of employee recreation, health and education.



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Top Management Speaks

Frank Flick, recipient
of NIRA's first
Employer of the Year Award
page 8



recreation management

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By James K. Field and Jack W. Swank

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news in brief

Outing Club Readers: vehicles

WHAT'S YOUR RV I.Q.?

To find out how safety-conscious your camper clubbers are, have them try their hands at this true-false quiz from the Recreational Vehicle Institute:

1. In loading your recreational vehicle place all heavy items up high, lighter weight articles low in the vehicle.
2. If your RV is a little overloaded, it is wise to over-inflate your tires slightly to compensate.
3. Even though you will be traveling through many towns and staying at commercial campsites, carry a well-equipped first aid kit in your RV.
4. If you are towing a travel trailer behind your car, turning a corner and taking a curve will require new driving techniques.
5. An LP gas leak in a recreational vehicle is difficult to detect because it has no odor.
6. When leaving your RV lock all doors to prevent easy entry by thieves, but leave the windows open slightly for ventilation.
7. Just because a road is open to automobile traffic doesn't mean there aren't hazards ahead for the RV driver.

Answers on p. 2.

Recreation and the wage-price freeze

How does the Administration's wage-price freeze affect your recreation program? Some answers to often asked questions from American Society of Association Executives (ASAE):

• Dues are frozen. Even if you are planning to increase services to your members, you can not raise the dues to cover that increase. If you compute your dues according to a formula (company store sales, num-

ber of activities, number of participants, etc.), you can continue computing according to that formula though it may mean an increase in dues to some members; however you cannot revise that formula so that some pay more and others less. Even if an increase is not scheduled until the freeze ends, it is wise to wait for further government announcements before billing.

• As far as wages go, changes in pay, allowances of benefits are out, even changing a work load so that somebody may be making more per hour though they receive the same pay check. However, an employer can contribute more to a pension fund to finance a benefit increase which was granted and became effective before August 15.

• If you are planning to send your people on tours during the freeze, lodging rates can be adjusted but with certain stipulations. The hotel or motel must show that at specific points in time his expenses increased sufficiently to warrant his increasing his prices. It must make a very detailed report under strict government guide lines.

"It never rains in camp"

No matter how many storms he's lived through under other circumstances, a person never forgets his first storm in camp, with the roof over his head billowing and rain pounding down and tree branches falling like mortars.

As years go by, he gains confidence in his equipment, all but the really destructive storms will become to him what they actually are — noisy nuisances. Storms are the most common of a trio of fairly common emergency situations with which all campers should be prepared to cope. The other two involve injury and getting lost.

A camper's initial impulse at the onset of a storm is to get the heck out. In some instances that may be a good idea but in most cases it's entirely unnecessary. The tents of today are amazingly sturdy and can withstand blows which would have flattened much smaller shelters of not too many years back.

When winds reach gale force or when endangered by falling trees or branches, campers should batten down everything possible in camp and then take shelter in the best place available — usually their car.

Experience over the years has proven the car one of the best places to be in a storm, better even than many permanent shelters or buildings.

Where a car or a building isn't available, any kind of natural shelter is good except trees. They're worse than nothing at all. They do give a little protection from rain but a person can get hit by a falling branch or electrocuted when lightning strikes his tree.

If a rainstorm is particularly long and severe the chance of flooding increases. That's when one bails out — throwing all that soggy stuff into the car and splitting the scene or getting to the highest ground around and wait it out.

Emergency injuries present particular problems in camping because by nature they take place away from civilization. Therefore, all campers should have a special type of cheap and easily available insurance called first-aid know-how.

Various organizations, the Red Cross being the most notable among them, hold first-aid courses, usually free, many times throughout each year in virtually every community throughout the country.

When somebody gets lost, usually a group's first response is to go rushing off in all directions to search. That can result in even more people getting lost. A better way to start is with a noisemaking session. The more racket the group can make the better.

If that doesn't produce results, then contact the authorities. Extensive, cross-country searches are the business of experts who know the methods and countryside and have the right equipment.

The person of greatest help in such situations is the guy who is lost. What he does often can make the difference between a slight embarrassment and tragedy. The first thing he should do is sit down and think. Frequently, just sitting there and thinking rationally, a person can get himself unlost without taking a step.

The worst thing is wandering aimlessly around. If he decides to move, he should do it with a plan. In most country, if a person goes in a straight line long enough and far enough, he'll eventually hit a road or something which will get him back in touch with the world. To keep walking in a straight line (and to keep from wandering hopelessly in a circle) a person

should use landmarks. If, for example, he can see a mountain on the horizon, he should walk toward that. Or he can follow the nearest ditch until it comes to a gully or creek, then following it down to a stream, etc. Civilization has a way of collecting around streams.

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If the person realizes he's probably going to have to spend the night lost, then it's best he prepare for that eventuality well before it actually gets dark. That way he can fix himself some kind of shelter and something softer than bare ground to sleep on.

Actually, there are worse things than a night alone in the woods. And things always look much brighter and problems a lot simpler come morning.

by Tim Renken

Planes, Birds . . . and Turkeys

Travel costs for many American tourists may not increase substantially next year if proposed IATA fares become effective, according to Travel Agent magazine. . . . The Recreational Vehicle Institute has obtained a formal opinion from the National Highway Traffic Safety Administration that the manufacturers of slide-in campers are exempt from the requirements for initiation of notification-of-defect campaigns.

The U.S. House of Representatives has passed an act authorizing the Secretary of Interior, at his discretion, to raise the migratory bird hunting stamp annual fee from the present \$3 to \$5. . . . Sixteen records fell and the United States won five of eight gold medals at eight days of the 7th World bowling championships of the Federation Internationale des Quilleurs in Milwaukee.

Grounds Maintenance Mtg.

The National Institute on Park and Grounds Maintenance will be held November 15-18, 1971 at Milwaukee.

Women's Lib

To increase women's opportunities for high level competition, the first regulatory body for intercollegiate athletics for women is being formed by the American Association for Health, Physical Education, and Recreation (AAHPER).

Legal . . . Travel

Congressman Al Ullman, Ore., has introduced a bill, H. R. 6003, to authorize and request the President to appoint a national chairman of Discover America who would coordinate all domestic travel development programs.

Recreational vehicle quiz answers

from page 1

1. False. Heavy items should be stored down below, lightweight articles stowed high in the vehicle to keep the center of gravity low.
2. False. First of all, don't overload and secondly, never inflate tires beyond recommended limits, even just a little. You, your family and your rig will be a lot safer if you'll leave at home some of the heavier gear you'd planned to take along.
3. True. A first aid kit should be standard equipment, for emergencies have a way of happening at the most inconvenient times. First aid facilities are available, however, in all National Parks as well as at many private campgrounds.
4. True. The wheels of the travel trailer do not follow the car's wheels exactly; they cut in to the curve more closely. If you're new at towing a trailer, take your rig out to an open field or empty parking lot and practice your driving techniques before you "hit the road."
5. False. LP gas has a very distinct odor that is easily identifiable. Open a valve and take a whiff so you can recognize it. Of course, buyers of recreational vehicles usually look for the RVI Standards Seal — the manufacturer's certification that the unit is built to ANSI Standard A119.2 regulating plumbing, heating and electrical installations.
6. False. Even the smallest crack can be used to insert a wire that could open a door latch.
7. True. In certain parts of the country drivers must always watch for falling rocks and landslides. Also, some roads will narrow and offer no turn-around area for larger RV units.

Legal . . . Rivers

Enactment of Senate Bill 717 which would establish the Hells Canyon-Snake National River would deprive Idaho of any alternative in the future development of the State's water resources, even before the State water plan has been formulated, says a study of the effects of S-717 on water development in Idaho, released by the Greater Snake River Land Use Congress. ■

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***When is management liable for injury in your recreation program?
What kind of insurance do you need?***

LIABILITY

by James K. Field

A National survey of industries was conducted a few years ago. Fifteen percent of the 3,087 companies questioned responded representing 36 states and employing over 1.2 million people. Less than half of these companies provided specific insurance protection for their sports participants.

The most prevalent methods of coverage were:

TRUE GROUP INSURANCE (60 percent)

Though some companies feel this coverage is adequate, it affords only non-occupational coverage. Also, many such policies require that the injured party be hospitalized before he can receive payments. While many injuries may not require hospitalization, nonetheless, they can prove a financial burden to the injured.

A sprained ankle, for instance, which is common and usually requires several treatments by a doctor, would not necessarily require hospital confinement. Generally, group policies offer a schedule-type benefit, i.e., so much per day while confined, miscellaneous expense allowance, and a specified allowance for surgery and doctor's visits. Few are written on a blanket medical expense basis. As you can readily see, this insurance has limited application.

LIABILITY INSURANCE (36 percent)

The basic policy excludes on-the-job injury coverage and liability covered under any workmen's compensation law. Many policies have a medical payments endorsement attached to them. However, the basic endorsement excludes coverage for bodily injury, sickness, disease or death sustained while practicing, instructing or participating in any physical training, sport, athletic activity, contest; or for benefits payable under workmen's compensation. A policy may be endorsed to specifically provide protection for the above, but, most often, this procedure is implemented only if employees engage in sports activities very few times during the year. It is generally expensive.

WORKMEN'S COMPENSATION (36 percent)

This is a contractual agreement under which the insurance company agrees to assume the liability imposed upon the employer by workmen's compensation laws or acts. While a good number of employers endeavor to thus provide sports protection, it is, quite frankly, a moot point whether or not this provides adequate coverage.

Actually, a workmen's compensation law is not regarded as complex; it is the *factual interpretation* which causes confusion, particularly when the courts

are faced not with routine employer-employee relationships but with social and recreational activities which the employer sponsors for the employee's benefit. Just as individuals give different interpretations on any given fact situation, so do the courts. Therefore, trying to draw any nationwide standard opinion is practically impossible.

However, it is possible to make some impressions on the scope of the problem.

In determining employer's liability under workmen's compensation, one thought seems to predominate, *to wit*: does the employer benefit from the employee's extracurricular participation? Great controversy arises around this point: what type of benefit, how much benefit and the remoteness of the benefit.

Admittedly, in all cases the employer reaps some rewards in good management-worker relations, and occasionally in community image and advertising.

A recent law magazine article contained three additional guides to liability determination (guides only because each case must be considered by the industrial commission of each state in case of disputes):

1) Pressure on the employee to participate. This brings the activity into the general sphere of business and compensation is generally allowed.

2) Regular practice of recreation on the premises during the lunch hour. Courts generally rule compensable injuries which occur during recreation that has become by "consistent regularity" a part of the daily routine of

The author received his J.D. from John Marshall Law School, Chicago. Now retired, he was in charge of all employee benefits for General Dynamics-Convair for 24 years — a responsibility that included the administration of group insurance, retirement plan, employee savings and stock investment plan.

the employee with the knowledge and acquiescence of the employer. Ordinarily, this applies to recreation on the employer's premises.

3) Supervision. Management's benefit increases with his supervision of the activity, voiding the element of the purely voluntary.

CASE HISTORIES IN FAVOR OF THE EMPLOYER

I can best illustrate the question of deciding liability under workmen's compensation by citing some case histories.

A New Jersey case involved an employee injured while playing softball on a defendant company's team composed of workers. Uniforms bore the employer's name. He had paid for the uniforms and team's admission into the league. Employees played on their own time, off-premises. The court decided the injury was not compensable under the law.

The court said that the benefit to the employer was "too remote" to establish liability. The risk of danger did not occur because of the nature of the employment so that the requisite causal relationship did not exist. Generosity alone to one's employees does not render one liable.

In Michigan, an employer provided a gym on the premises for employee recreation leaving the method and means of enjoyment to the will of each participant. The plaintiff employee, after finishing his regular tour of duty, had engaged in an impromptu basketball game during which he slipped and injured himself. Again, the court ruled against the plaintiff.

The court conceded management's gains in offering the gym but stated that the physical benefit and emotional tie with the employer, while desirable, do not attach to the contract of employment.

In a New York case, the plaintiff was injured on a team financed by management but organized on the suggestion of employees. The uniforms did not bear the company name. The games were played off-premises. Employees furnished their own transportation.

The company furnished equipment storage and allowed team managers to meet during working hours. Games were not advertised. Employees were docked if they were tardy due to games or practice. The court ruled not compensable, because personal activities, unrelated to employment, remote from

the plant, not mandatory or controlled by management yielding it neither advantage or benefit, do not fall within the compass of law.

A Colorado injury sustained while returning from a baseball game was ruled not compensable because it did not arise "out of and in the course of the employment." Indeed, the employees furnished their own transportation, and, in this case, the game was played off-plant, though the uniforms, paid for by the company, bore the company name.

Allowance of this claim could but serve to warn employers to concern themselves with the social life and recreation of employees only under penalty of liability for every accident and injury arising from such activities, however remote from the company — a push of the workmen's compensation act beyond its intended scope.

An employer in Illinois held a company picnic, suspending business for the day and paying everyone half-time, although attendance was not compulsory. Employees furnished their own food and transportation; management provided soft drinks and ice cream. On the way to the picnic site, an employee had an automobile accident. The court decided in favor of the defendant company because an injury not fairly traceable to employment as a contributing proximate cause or which arises from some cause having no relation to employment cannot be compensated by workmen's compensation.

IN FAVOR OF THE PLAINTIFF

As you can see from the above, while the idea of benefit to the employer seems to be the main peg on which the courts hang liability, some cases are decided by the proximate cause idea. Such cases hold that unless a causal relationship exists between the employment and the accident, workmen's compensation coverage does not enter in.

Cases decided in favor of the plaintiff have been decided on such factors as:

- 1) Management's consent and encouragement of employee participation.
- 2) Profit from athletic games going to the employer.

- 3) The employee's doing what one so employed might reasonably be doing within his working hours and at a place he reasonably could be during that time, even though he was engaged in recreation.

An employee injured in Connecticut

while on his way to a company picnic was compensated because, though employees were not required to attend, those who did not were not paid. This indicated to the court that this was not a mere gratuitous outing donated by management. It was a regular business feature that all those in the defendant's employ understood to be so. Therefore, the plaintiff's injury did arise in "course of employment" since he was doing what one so employed might reasonably do within working hours and at a location he could reasonably be expected to be at.

Because of evidence indicating that customarily employees played volleyball at the plant on lunch hour with the blessings of management, a worker hurt during such a game was compensated in New York State.

Another accident in New York was compensated because the employer kept the receipts from the games making the maintenance of the team a matter of company business.

While watching an indoor baseball game, an employee was struck by a bat. The employer did not furnish anything but permitted the use of the facility. The games were regularly scheduled during lunch. Employees who were paid by the hour, were not paid during this period. Yet a Missouri court decided in favor of the injured because such acts as are necessary to the life, comfort and convenience of employees, while at work, though personal and not technically acts of service, are incidental to the service. An accident occurring in the performance of such acts is deemed to have arisen out of employment.

CONCLUSIONS

As you can see, drawing conclusions on just what is compensable under workmen's compensation is difficult. The courts endeavor to fit the law with the facts of each case. With all the factual combinations which can arise, even with great research into precedents only a calculated guess can be made on how a court will decide in any particular state in any particular instance. Just a change in personnel in an industrial commission would introduce new thinking altering the effects of previous cases.

In order to circumvent some uncertainty, a few employers have instructed their insurance carriers to attach a voluntary compensation endorsement to the workmen's compensation policy.*

In view of all the confusion in true group insurance, liability insurance and workmen's compensation, I am sure you will see that it is impossible for me to make any all-inclusive statements regarding whether or not you have complete coverage under any of the above. It appears that the surest way of providing your employees with insurance protection while they are going to, returning from or engaged in sports is by a Sports Accident Policy.

Obviously, the cost of such a plan must be low and must provide the

broadest possible coverage. A suggested solution to keep costs down may be a blanket tailored group plan designed for participants in an industrial recreation program irrespective of the sport or activity engaged in, providing automatic protection for all without listing names. The plan also must be acceptable from an administrative viewpoint in that audits or detail work should be kept to a minimum.

Also, the plan might include a small deductible in order to eliminate minor medical expenses which could be treat-

ed at the company infirmary.

A special plan, therefore, designed to fit the particular needs of your recreation program may be the solution for providing some form of adequate protection against the cost of medical expenses for injuries sustained by employees.

**I had no way of learning if a voluntary compensation endorsement had been attached to any of the policies involved in the cases cited.*

DATAGRAPHIX' RESPONSIBILITY

by J. W. Swank
Stromberg Datagraphix, Inc.

What is the liability of Datagraphix under Workmen's Compensation for injuries suffered by employees participating in organized sports?

In order for Datagraphix to be liable under Workmen's Compensation for injuries to employees participating in athletic activities the injury must be one arising out of and in the the course of employment. California cases on the subject make a distinction between athletic competition which is promoted by the employer primarily for advertising the business name, on the one hand, and games which even though organized by the employer, are sponsored primarily for the purpose of increasing employee morale, and only secondarily for advertising purposes. In the former instance the employer is subject to liability under Workmen's Compensation.

The test applied is whether the athletic competition is primarily or secondarily for business and advertising purposes. There is, however, no sharp line of distinction, but certain evidentiary facts are weighed in determining the primary purpose. For example, the following elements are given weight by the commission or by the courts:

(a) Are the members paid for practicing and for participation?

(b) Is the game played during business hours?

(c) Does the team compete before the public?

(d) Is the league composed of industrial competitors?

(e) Are uniforms and equipment furnished by the employer?

(f) Do the uniforms advertise the firm name?

(g) Are employees penalized for not participating?

(h) Does the employer derive a benefit from advertising?

(i) Does the firm collect receipts for private use?

Affirmative answers to the above questions point to a primary business purpose, but are not in themselves necessarily conclusive as to whether the team functions within the course of employment. Negative answers to the above questions, however, quite clearly categorize the athletic activity as non-compensable in the event of injury.

Datagraphix league competition may well place employees within Workmen's Compensation coverage. It is not likely, however, that employees participating during off time hours in intramural sports are acting within the scope of employment.

What is the liability of Datagraphix to render aid to an injured player?

An employer has a duty to render aid to an injured employee only if the injury arises out of the course of employment. With respect to organized athletic activities, whether Datagraphix would be legally obligated to render assistance to an injured player depends also on whether the game is conducted primarily for a business purpose. The tests applied to determine primary and secondary purposes, as shown above, are pertinent here.

Absent an injury arising in the course

of employment, there is no duty on the part of Datagraphix or its agents to render assistance to injured players. If, however, Datagraphix has represented that it will render aid, or if there is a contractual arrangement whereby Datagraphix undertakes some sort of medical aid, Datagraphix obligation to do so is clear.

What is the individual liability of "first aiders" or team managers to render aid to an injured player?

There is, of course, a clear moral obligation on the part of the above persons to render aid to any injured player. There is, however, no legal obligation to assist an injured person unless the manager of "First Aider" is acting as an agent of Datagraphix in a game that arises out of the course of employment, or unless there is a contractual obligation on the part of such person.

Normally the law imposes no affirmative duty upon a person to warn of danger or even to render minimum assistance to another person who is injured.

It must be noted, however, that once a person renders assistance, such aid must be given in such a manner as not to increase or aggravate the injury. It must be remembered also that if a manager of "First Aider" gives aid negligently or in such a way as to prevent others from rendering competent assistance, the person originally giving the aid is subject to liability, even though there was no duty initially to give assistance. ■

If you've always wished you could afford a trip to Europe someday, have faith. A clergyman could be the answer to your prayers.

So could a Veterans' Post Commander.

Because in the eyes of the law, the members of their groups enjoy the right to travel together. For a lot less than traveling alone.

And in our eyes, because they're leaders of groups, they have the right to make the arrangements.

But maybe you're not a regular churchgoer. Or you don't belong to a veterans' group.

That doesn't mean you don't belong on our trips. In fact, you have every right to take one. All you need is the right person to get it for you.

He's your local leader. Of the organization that sends you this magazine.

He can get you our trip to London for \$169.* Or the one to Las Vegas for \$139.50.* Both include air fare, five days in first class hotels and extras. Yet the prices are less than half the regular air fare alone.

But before you can get these bargains, you have to get your leader to write to us. Then we can tell you where else you can go for half price.

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charge for them as other airlines do.

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Because unless he does something about it, you won't get very far.

*Rates are per person based on full affinity DC-8 charter seating 250 persons. London rates include: \$125 air, \$44 land; Las Vegas \$95 air, \$44.50 land.

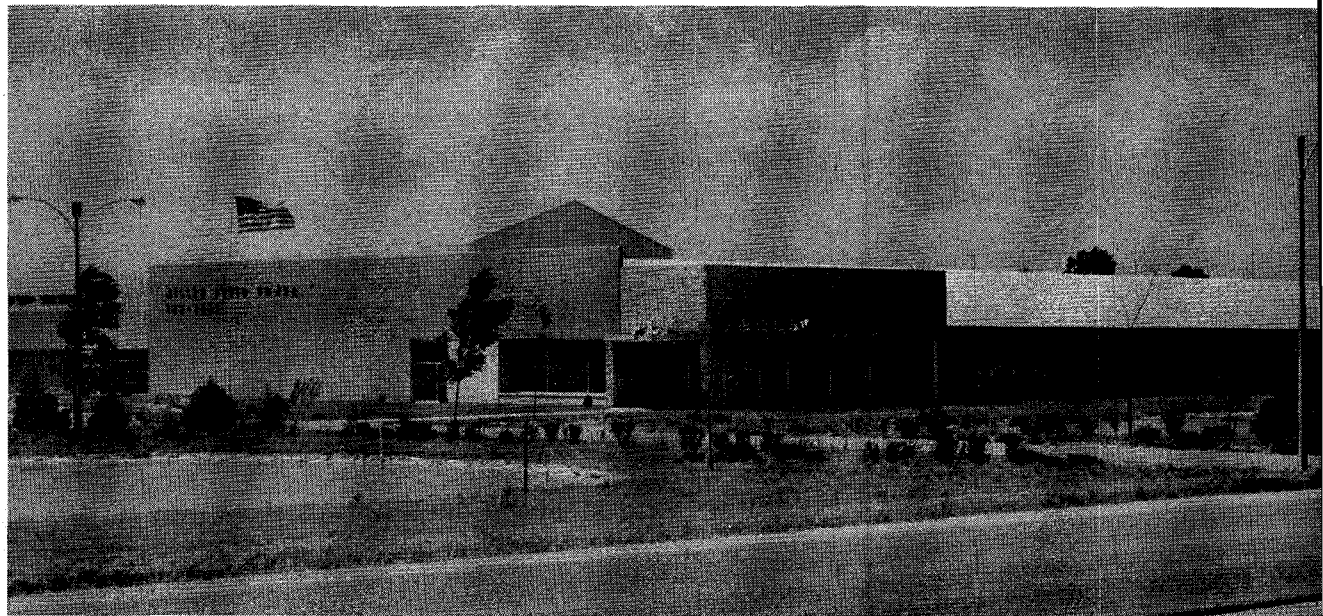
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If you know the right person, you can travel for half price.

TOP MANAGEMENT SPEAKS



FLICK-REEDY'S COMMITMENT TO RECREATION

by Frank Flick

Mr. Flick, president, Flick-Reedy Corp., Bensenville, Ill., received NIRA's first Employer of the Year Award at the National Conference last June. Though it has fewer than 1,000 employees, Flick-Reedy has won four Helms awards and has a company vice president participating on the NIRA Board. What follows is a condensation of his remarks before the National Conference delegates at a Management Luncheon held June 11 at the Chicago Conrad Hilton Hotel. —Ed.

DESPITE INDUSTRIAL RECREATION'S impressive advances, despite NIRA's conscientious efforts over 30 years and the growing role of the professional recreation director, I believe that industrial recreation in America is still in its infancy, that the full potential of employee recreation is recognized by very few companies and that, in most firms, its role is still under-rated. Why such a strong statement?

Because many small companies still believe they can't afford recreation programs, and many large ones have inadequate programs for their size or fine programs in some plants but not in others. Some companies which have substantial activity, may not have top management's commitment or involvement or respect for the professionalism of their recreation staff.

Only in precious few companies today, the recreation program does a first-class job, not just in building morale, but in demonstrably improving employee fitness and health and in rendering a significant service to the entire community.

Let's take up these points one at a time.

Often when NIRA invites smaller firms to join, it is told, "Oh, we couldn't use your services. We're too small to have recreation." This idea is understandable but mistaken — and I have reason to know.

When Flick-Reedy planned its present recreation program about 12 years ago, we were small with only about 300 people in our main plant. But, we were building a new plant. We were convinced of industrial recreation's tremendous impor-

tance. We believed if we had enough determination and creativity, we could have the recreation facilities and program we wanted.

I was told that the company swimming pool I wanted would cost too much for a company our size. But we found the way to build a beautiful 40 x 60-foot indoor pool for \$90,000 — a pool that replaces a water tower that would have cost \$160,000. Another thing I wanted was a lake where employees and their families could relax, fish and boat, a spacious auditorium, a film theater, a gym, a company banquet hall. Again I was told all that would be far too expensive.

But, we found the way to get those things.

I could also tell you how we, in our small company, built recreation facilities for basketball, skeet shooting, baseball, tennis, picnics, archery, horseshoes, handball and many other activities. And how our recreation program has helped provide us with a stable work force when neighboring companies were suffering with job vacancies. But this should be enough to make the point that small companies, and smaller plants of larger companies, can have fine recreation facilities and programs *if they really want them and put their ingenuity to work to get them.*

In the process, they may get some highly favorable publicity with NIRA's help. Flick-Reedy did, I am happy to say, in the form of four Helms Awards.

But what about the larger companies that can readily afford all these facilities and more—how good a job are they doing?

A great many companies do an outstanding job. Yet, I believe most companies could do a better job. A good way to get started is to seek a clear definition of this term "industrial recreation." Unfortunately, the very phrase tends to be limiting and even a little demeaning. "Recreation" connotes "play." Looking at life through the harsh lens of the Puritan Ethic, as so many Americans do, we see "play" as a necessity for children but a luxury for adults.

This, we now know, is a mistake. For most adults, a certain amount of play, *i.e.*, non-work activity just for the fun of it, is a necessity. It renews and refreshes us, helps us go back to our work *at a higher performance level*. Thus industrial recreation must embrace recreation *per se*, but by no means should be limited to it.

What is Industrial Recreation?

What we really mean by *industrial recreation* is — all that leisure-time employee activity—whether recreational, educational, health-improving or community-serving — in which both the company and employees want to participate.

The basic objectives of leisure-time employee activity currently are psychological — to produce favorable employee attitudes. In addition to these objectives, I believe industry should place greater stress on developing employee programs to achieve various physical, educational and even spiritual objectives which respond to the needs of the whole man. And to the extent feasible I believe these programs should seek to respond also to the employee's family, the community and the country as a whole. Industrial recreation can and should more purposefully, more significantly seek to achieve a wider range of objectives.

I believe the synergistic effect of this wider variety of programs and their indirect approach to the goal of personal happiness, might achieve a more permanent, deeper-

seated psychological result, that is, might help develop happier employees in the long run than the purely "fun" activities.

I think we can sum up the present scope of industrial recreation as social, physical and cultural. These are vital, but I believe there are other types of industrial recreation which many employees would appreciate and the offering of which might profit management in helping meet the needs of the whole man and of the community where-in the company operates: Serious educational and inspirational programs, employee fitness and health programs and community service programs.

Recreation, Religion & Education

I believe that religion and education, properly perceived and pursued, hold the best hope for bringing the individual happiness and success, and solving America's crucial social problems. Thus, I feel impelled, as the head of a company, to make available to employees those facilities, ideas and programs which encourage their own spiritual and educational development.

You may know that the very first industrial recreation program, conducted by the Peacedale Manufacturing Company in Rhode Island in the 1850s, involved a Sunday school taught by the mill owner and his wife, plus a church which the company helped the employees organize and build.

Today, many American businessmen are still deeply religious; they participate not only in their own denominations but in non-denominational good works as well. It seems only natural and consistent that such men would make available to their employees facilities and programs that will help them clarify and deepen their faith and enlarge their knowledge of the scriptures.

Companies spend billions of dollars a year for job skill training on company time. But often, before a man can be trained in a particular skill, he needs more *basic*

education. He can get it on his own time, but often he needs company encouragement and direction, some of which can come from the manager of employee activities and services — that's *you*, the recreation manager.

Fitness and Health

Many an uneducated factory worker has had enormously beneficial educational experience through functional literacy training conducted before or after his workshift. Companies may offer typing, short-hand, office procedure lessons—especially in a time of shortage of good secretaries.

Perhaps the most crucially important

area where industrial recreation has not yet lived up to its potential is in building employee fitness and health. True, NIRA and various industrial recreation leaders have tried to encourage company exercise programs to develop cardiovascular fitness over a period of many years. A few firms, such as Xerox and North American Rockwell, already have outstanding company fitness programs. But the challenge today is greater than ever, with sedentary living, over-eating, under exercising and executive stress causing more and more premature deaths from heart attacks. Fortunately, our knowledge about the kind of exercise and diet needed to build cardiovascular health is also greater than ever.

Continued next page

Flick-Reedy "Best Program Of 1970"

For companies with less than 1,000 employees, Flick-Reedy was judged the most outstanding in North America during 1970. Under the supervision of Arthur L. Conrad and William P. O'May, the program has consistently been a pacesetter for American and Canadian industry. This United Savings-Helms Foundation Award is the fourth such award of its kind won by Flick-Reedy. Previous years include 1961, 1963, and 1968. Unusual for a company of its size, F-R's facilities include an indoor swimming pool, auditorium, physical fitness room and sauna bath, chapel, sleeping quarters, trapshooting range, fishing lagoon, day camp, basketball courts, horseshoe pits, softball fields, and company owned recreation vehicles (campers). Program emphasis is placed on employee participation with family while facilities and program are made available to the local community.

Frank Flick Honored "Recreation Employer Of The Year"



NIRA President, Martha Daniell, presents an award to Frank Flick - "Recreation Employer of the Year" at NIRA's annual conference and exhibit, June 1971. The first award of its kind in the history of the association recognizes top management's contribution in developing employee mental and physical fitness.



Final tournament score

Converse **1,861**
Visitors **481**

1971 College Basketball tournament shoe count (210 teams in 25 major tournaments — every important one in the country — including the NIT, NCAA Regionals & Finals)

Shoes Worn	No. of Players
Converse All Stars®	1,861
Adidas	362
Keds	88
(Other)	31

Converse is specified by more coaches and worn by more players in basketball competition than any other shoe and Converse All Stars have been worn by U.S. Olympic teams since 1936.



Selected by the
U.S. Olympic Committee
for 20 U.S. teams at the
'72 Olympics in Munich.

FLICK-REEDY'S COMMITMENT

Continued from page 11

As you know, most leisure time sports fail to produce the needed effect. What is needed is an aerobic exercise program that can be done safely, quickly, regularly, and preferably indoors. You can do it by running in place and with a variety of indoor exercisers. This can be combined with company hiking clubs, bike clubs, jogging clubs, and with the more aerobically demanding sports such as basketball, handball, tennis and touch football.

I strongly suggest that NIRA, which has assumed the leadership in industrial recreation for some 30 years, should now assert its potential for leadership in employee health. I even urge you to change your name to the National Industrial Recreation and Health Association. That, together with a program reflecting the change, will help the Association get more members and involve top management in NIRA activities.

Now, one last suggestion as to row we can do more to tap our great potential. For years, industrial recreation has

focused on the employee himself. Now it is broadening to embrace the family. The next big step? I believe industrial recreation must broaden its area of concern once again and seriously embrace the whole community.

A major development of our time is the discovery of the power of the private, commercial sector to help solve a wide variety of social problems such as training the hard core unemployed, educating functional illiterates, reducing the high school drop-out rate, saving alcoholics, even rehabilitating criminals. Now industry should show what it can do to help meet community needs in the recreation and health areas.

It is already being done to some extent. Goodyear Tire has long considered sponsorship of boy scout troops a function of its recreation operation. For years it has been the world's largest industrial sponsor of boy scouts — a fine example of community service. At Flick-Reedy, we deliberately designed our main building for the recreational use of the entire community as well as

the employees. I urge you to find new ways to make your facilities available to the handicapped, the poor, the minority groups of your community.

It will take additional people, but many volunteers keep costs at a minimum while building the program through the momentum of their own enthusiasm.

Before I close, I just want to say a few things about NIRA itself. For a great many years, NIRA has been extremely helpful to our company through its practical how-to articles, regional and national conferences and personal consultation. In the last year, NIRA's progress has been particularly heartening. We have noted the improvement in the look and contents of RECREATION MANAGEMENT, and the publication of such items as *The Keynote*, *CIRA Informer* and *President's Quarterly*. This year witnessed the most successful Western Conference in NIRA's history. The Association's resource and referral service has been streamlined. And, I think, we can all vouch for the quality of this year's National Conference. Again, I believe NIRA is developing an increased efficiency in administration and an even greater concern for its members.

In a phrase, NIRA gives its members a lot! I believe you should charge more for it. I was very much surprised to find that we at Flick-Reedy pay only \$35 a year. Even the biggest companies pay only \$135. And what do NIRA members get? I say, thousands of dollars worth of information and counsel annually.

For NIRA to keep on giving this kind of service, and especially for NIRA to improve, to become a still more vigorous, innovative and genuinely helpful association, it must charge its members more, and we should be glad to pay it. For a growing, vital NIRA, offering more and better services, and recognizing the growing role of the recreation professional, can help us do more than ever before to tap the full potential of industrial recreation — in meeting the needs of the whole man, his whole family and the entire community. ■

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The full text of Mr. Flick's speech is available in a booklet published by NIRA and can be obtained by sending \$2.00 (\$1.70 member price) to National Industrial Recreation Association, 20 N. Wacker Dr., Chicago, Ill. 60606.

SEARCH FOR A WAY TO UTILIZE RECREATION IN RECRUITING

By Robert E. Conboy

Look at just what type of commodity labor really is before you make the assumption of a very close tie between recruiting and industrial recreation. Labor can be divided into many facets. Each has to be treated as separately as those individuals who make up those groups. The obvious divisions are: production level, non-exempt salaried or exempt salaried. Each has different needs and different things to attract them, which vary with intensity as the elasticity of the commodity is expanded or contracted. Fringes mean very little to a man who is out of work of other than his own accord. Eat he must . . . and to eat he must work.

But let's forget the *bona fide* teaching of the maslows and others, and talk about the guidance most exempt people received from their instructors and benefactors.

Ask any scientist what is most important to him in relation to a job search, or read any of the survey results that many of you have participated in, you will see the number one factor of importance is *the job content and its ability to satisfy the individual's need to grow and achieve professionally*. Now ask me or yourself how honest an answer this is when the applicant considers the big, fat increase he is to receive to attract him?



ROBERT E. CONBOY

manager, personal planning and recruitment Business Products Group, Xerox Corp.

The average, younger professional wants . . . no . . . needs the ability to grow and achieve. He is not interested in the ball field, the tennis courts, or the bridge clubs, as an incentive to accept employment. At least he has been conditioned to deny that these things are important. He

will even deny that the salary is important. But I caution you, never disregard the very important factor of salary when you are talking to the top 10 percent of any discipline at any university.

Witness the starting salary increases over the past 10 years and industry's difficulty in maintaining equity among its employees relative to its recently acquired graduates.

Never asked about recreation

I have been recruiting professional, exempt talent for over 13 years. I have recruited on three continents, and in a score of countries. My exposure has been entirely in recruiting for industrial talent of all types. I have never been asked about recreation or fringe benefits beyond the area of insurance to protect the individual's family, and, on occasion, how much vacation entitlement was involved. Our professionals just are not conditioned to the industrial recreation facet of our fringe benefits programs.

The non-professional, non-exempt is even less conditioned. He is less able to market himself on a broad scale. He is not a nomad like our professionals. He works more often at the job that feeds his family better, and is almost never in a position

to make any career content selections.

Let us digress a little to a time many of you will remember — when labor was abundant to the degree that the employment manager started his session with: "Tell me Mr. Jones, what is it that you have to offer the XYZ Company?" Over the past decade, this has changed to: "The reasons to join the XYZ Company are . . ." At some point during this discussion, benefits would be mentioned, but since the man was conditioned to talk about job content and challenge, the mention of fringes was secondary . . . if mentioned at all.

When talking to a professional recruited from a different city or state, a recruiter would be inclined to discuss . . . housing, taxes, schools, sewer systems, or the like, before benefits . . . because these are the primary concerns of the about-to-be-employed applicant.

Turned on

In a discussion of this program, Bill DeCarlo, Xerox recreation manager, pointed out that one of our line managers did, in fact, turn on a few people by discussing benefits and, specifically, recreation. This brought home the point that these things are of interest to people, but just are not discussed often enough because of the conditioning our labor market entrants have received in our universities. Perhaps the more recent grads who seem concerned with many things in addition to work and job content may change things so that fringes become more openly important to our labor force.

"A First Class Recreation Department Is A Great Benefit"

At this point, let's consider a first-class recreation department which is a great benefit to a company. It says a good deal to the local population

Recreation is a Profitable Corporate Investment

who, in turn, give some real thought about such programs when they think in terms of joining or applying to good old XYZ Company. After all . . . everyone knows and accepts that XYZ treats its help very well because they can see and hear from its employees about these wonderful programs. No better public relations exists for a company than that of happy employees. A company will not have a good recreation program if it is not progressive in its thinking and all other areas. The only shortcoming is that usually no one but the local population is truly aware of such activities. Until I began a little research, I had no idea of the tremendous work being done by you NIRA members and your staffs. The extent to which you have gone to improve the employees' health and leisure time activities was beyond anything I had imagined. Why was I not aware of your progress, your advanced programs, your plans? Certainly your product is marketable or your industries would not have bought them — nor would your employees use them. Perhaps the better mousetrap has been built. But the population is not aware of its existence.

Passive use

I do use our recreation program to recruit, but very passively. It is discussed whenever the applicant indicates any strong interest. Otherwise it is left to whatever brochures or company news items happen to be available.

Now show a recruiter how . . .

After seeing this group and discussing many of your plans and spending some time with our own recreation staff, I can only say that I will, indeed, insist that more be said and done to promote these fine programs. At this point, I confess to needing some help in determining just how to better utilize your activi-

ties to aid in my job. Also, I would charge every one of you to put your talents to work to promote your own ideas and contributions through your employment and recruiting personnel. I would like to hear from those of you who have experienced success in using recreation to aid in recruiting. If you can show a recruiter that your function can increase his yield, I guarantee he will jump at the chance to tout your programs. You will have to work at this because very few, if any, of the recruiters I have discussed the subject with could admit to actually using recreation to increase hiring.

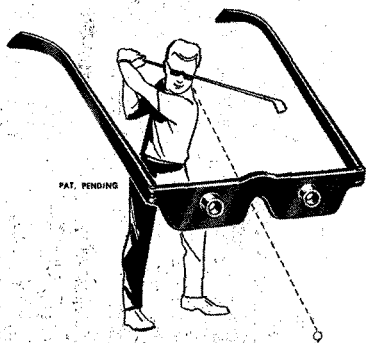
By the same token almost all said that they believed good programs properly administered could give them a great deal of assistance in recruiting. All ask the same question: How do we sell recreation programs when the applicant is conditioned to think that only job content is important? My promise to each of these recruiters was that I would seek the answers to those questions here. So, what originally started out to be the transfer of knowledge from me to you has turned itself about and the knowledge must now flow from you to me. You are the ones with the product. We in recruiting can use your product in selling our own, but we must have the tools that only you can provide. Come to us and state your beliefs and ideas. Tell us about your departments. Let us collaborate on taking your very marketable programs so that we may sell them together.

In closing, I would like to leave you with these thoughts. The recruiting business is not mystical or magical. It can be fun sometimes, but, believe me, it requires a great deal of effort. At best, it is an art. And the successful people are dedicated and hardworking individuals. The job hasn't changed since man first went to work for wages. We still locate, identify, and recommend for hire qualified applicants. There is tremendous room for the addition of the personal touches that each of you are capable of offering. ■

NEW PRODUCTS

A new practice and teaching aid to prevent "swaying and lifting the head" during the golf swing has been introduced by the E. L. Holt Co. of Minneapolis, Minnesota.

Called Holt Corrective Golf Swing Goggles, the unique headpiece is shaped like ordinary glasses . . . although no glass or optics are employed. Opaque plastic surrounds two sight holes that project to eliminate all outside distractions and movement of the hands, clubhead, etc. The sight openings "target in" on the ball only.



The eyes remain on the ball at all times, the manufacturer claims, because if the golfer lifts, nods, sways or turns his head the ball disappears from view . . . thereby forcing the user to "keep his head down and eyes on the ball" during the entire swing.

Holt goggles are designed to fit over ordinary glasses to make full use of corrective lenses required by some men and women golfers.

Primarily designed for use in developing a grooved swing with full shoulder turn, Holt goggles are said to be an excellent aid on the putting green to develop a sure, smooth putting stroke.

For complete information and prices, write: E. L. Holt Co., 6714 Girard Avenue South, Minneapolis, Minnesota 55423.

Groups raise money quickly with new Cadie Cleaning Cloth. Any organization can easily earn \$57 to \$115 (or more) with this marvelous treated cloth that removes stains from wood furniture, metals, glass, ceramics. Takes the work out of housework. Groups get extra bonuses with orders of 100, 200 or 300. No investment needed, 6 weeks free credit to groups only. For FREE sample, full details, write today to: Holiday Co., Dept. RM, Bedford, Va. 24523.

Hiking and Hiking Trails, A Trails and Trail-based Activities Bibliography, booklet, National Technical Information Service, Springfield, Va. 22151. \$3.

Complete Book of Motor Camping, Lyle Kenyon Engel with Auto Racing magazine. 160 pp. illustrated. Arco Publications Co., 219 Park Ave. S., N.Y. 10003. \$5.95.

Preparation for Retirement, William L. Mitchell, former U.S. Commissioner of Social Security. 80 pp. Retirement Planning Coordinator, American Assn. of Retired Persons, 215 Long Beach Blvd., Long Beach, Ca. 90802. \$1.95.

Motivating Human Behavior, by Ernest Dichter, Ph.D., President, Institute for Motivational Research. 253 pages plus index; 3 illustrations; 6x9; McGraw-Hill; \$12.95. Publication: July 30, 1971.

Gambler's Digest: "Everything You Need to Know to Win," Digest Books, 540 Frontage Rd., Northfield, Ill. 60093. From Monte Carlo to Macao, from coin-matching to baccarat, the new fast-paced anthology from Digest Books, Inc., *Gambler's Digest*, offers invaluable information on all forms of winning gambling for everyone. Said to be the "most complete treatise on gambling in all its forms every assembled," *Gambler's Digest* points out "edges" in your game . . . tells you which games give you the best chance for your level of skill and experience . . . tells you which games you can't beat . . . and how to tilt the odds in your favor.

The Law of Associations, An Operating Legal Manual for Executives and Counsel, by George D. Webster, published by the American Society of Association Executives, 1101 16th St., Washington, D.C. A most significant study and a must for the bookshelves for recreation managers, this 569-page, softbound volume brings association law to your fingertips. It includes details on federal tax aspects, IRS regulations on unrelated business activity (company stores) in corporation of recreation clubs, the Federal Trade Commission, advertising taxes and commissions, price activities, executive employment contracts—among many, many other things. \$19.95.

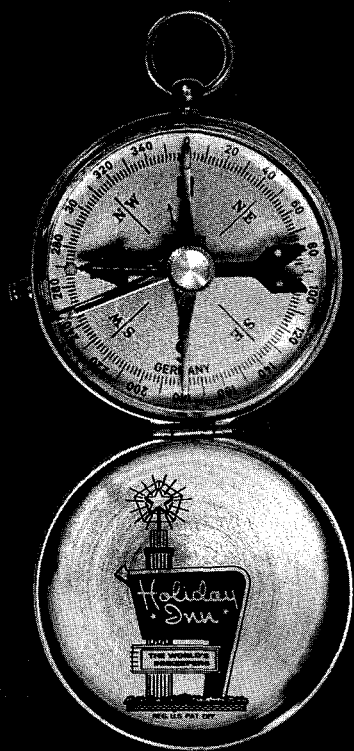


For cross-country ski enthusiasts British Ropes Ltd. has developed a low-cost artificial tracking material with a coefficient of friction similar to that of snow at 0°C—the ground temperature of a natural cross-country ski run. The material, called Sno-lene Tracking, forms ski tracks as it is skied upon, an aid in analysis when teaching ski techniques. In trials with the National Ski Federation of Great Britain, the material was proved to be rot-proof, unaffected by rain, snow, or dirt, and easy to clean with a power hose. It withstands hard wear and does not damage skis.

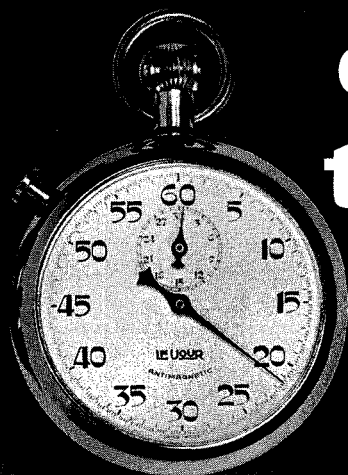
The lightweight track is simply laid with wire staples and can be moved around easily if required and can be repaired with polypropylene yarn and a Sno-lene Tracking patch. Write: Bridon Industries, Inc., 855 Jerusalem Rd., Scotch Plains, N.J. 07076.

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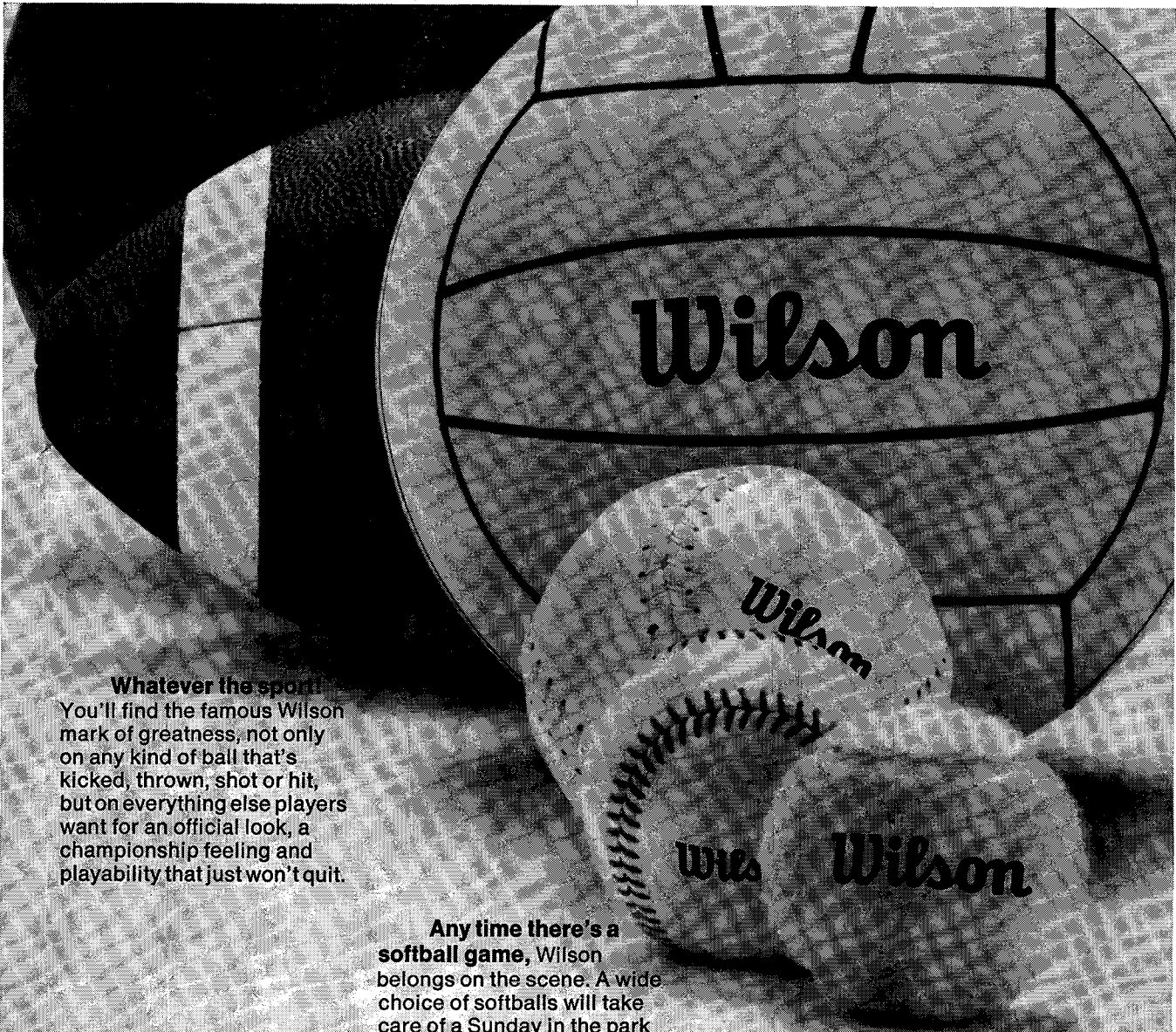
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WELCOME TO NEW MEMBERS

RM welcomes the following new NIRA members: in the company category — Libby-Owens Ford, Toledo; Fairchild Industries, Germantown, Md.; Gulf Oil, Pittsburgh; Whirlpool, St. Joseph, Mi.; and Ovaltine Food Products, Villa Park, Il.

Special Individual members — Sam S. Shinall, Jr., Atlanta; Griffin Porter, Jr., Alton, Il.; Janet P. Laws, La Jolla, Ca.; Sal Malo, Burbank, Ca.; Taulbee J. Frye, Columbus, O.;

Ronald E. Prater, Charlotte, Mi.; Earnest Cowill, 1000 Oaks, Ca.; Doug Campbell, Columbus, O.; Mrs. Betty Kleinlein, Columbus, O.; William Magnuson, Dayton, O.; and Cliff Barnes, Albert Robinson, Tom Henderson, Gary Hoerr, Tom Rendler, Ary Myers, Thurston Erickson, Norman Aubuchon, Tony Colacito, R.J. Hoffman, John F. Carroll, Manny Manfredini, Lloyd Smith, Rudolph Martinez, Ran Spangler, Dennis Rommel, Robert Martinez, Art

Unger, Charles Vallance, Walter Krueger, all of Denver.

Other Special Individual members include: Edward Mandt, Columbus, O.; Virgil Avril, Sunnyvale, Ca.; Nicholas DeBello, Vineland, N.J.; Jack Henderson, Canoga Pk., Ca.; Phyllis Smith, Hacienda Hts., Ca.; Eleanor Turns, Harrisburg, Pa.; Sam Lazer, Oakland, Ca.; and Betty Jo Carr, Toledo.

Individual members—Richard Jones, Charleston; Howard

Bunch, Denver; T.D. Abeyta, Denver; Neil Socha, Bristol, N.H.; Brian Webster, Ontario; and Doug Dicey, Franklin, N.H.

Associate members — Beach Club Hotel, Ft. Lauderdale; Mebit International, Chicago; Econo Car, Daytona, Fl., and Ovaltine Food Products, Villa Pk., Il.

Ralph Smith, San Diego, and Ernest Nuytten, Manitoba, are new Retired and Student members respectively.

Combine Nov.-Dec. Recreation Mgt. For Special Value

SPECIAL — The publisher of RECREATION MANAGEMENT magazine announced the combining of the November and December issues of the magazine to bring a special feature to the readers. This combined issue will feature the very important and helpful 1972 BUYER'S GUIDE of recreation products and services plus a special feature on PROJECTIONS FOR THE 70's. The "PROJECTIONS" will cover topics of educational and professional requirements recommended by the association and the industry. Also included, will be views of noted authorities in the industrial recreation field concerning programs of the future. They will outline changes needed to current programs to keep up with the changing needs of individuals and the industry.

Look for this special issue, and the following one which will reflect the burgeoning developments in the commercial industries serving this rapidly growing field.

1972 Membership Services Readied

CHICAGO — NIRA VP Miles Carter recently announced the 1972 tournament schedule would be distributed early next year. He also indicated a late January closing date for the "Miss Industrial Recreation" contest. Past-President Martha Daniell, stated that the NIRA Certificate of Excellence and United Savings - Helms Awards applications would be due January 31. VP Mel Byers announced the computerization of the mailing list effective January 1, and the completed printing of the 1972 membership cards.



Rejoins Association

CHICAGO — After two years of extensive travel throughout the world researching packages to present North American travelers, Enzo Palmentola has returned to the U.S. and NIRA. As president of Travel Plus, he puts personal attention and experience to travel programs and is now presenting them to NIRA as an associate member.



Twenty-three years ago, Mr. Palmentola began his career in the travel industry. Considered by some, as one of the "pioneers" of incentive and group travel, he created special programs for KLM, Air France, BOAC, and Air India. In addition to servicing employee groups he authored an extensive publication for BOAC, entitled TRAVELERS DIGEST, a guide to six continents. His previous affiliation with NIRA was in 1964, with King Korn Enterprises Corp. During his tenure with NIRA, he served on many travel panels at conferences and workshops as a member of NIRA's Travel Council.

Mr. Palmentola currently heads Travel Plus whose attractive packages are described in the advertisement on the back cover of this issue of RECREATION MANAGEMENT magazine.

SPECIAL — Don't forget to order trophies from NIRA for the ninth Annual Duplicate Contract Bridge Tournament.

Participating companies may order their trophies directly from Donald Thompson, Creative Awards by Lane, 32 W. Randolph St., Chicago 60601. Applications for trophies should be mailed at least three weeks in advance of any awards.

Also, companies who still wish to participate in the Bridge Tournament but who have not applied may still do so by contacting the NIRA National

**Bridge Trophy
"Best Value"
On Sale**



Headquarters, 20 N. Wacker Dr., Chicago 60606. All competition must be completed before November 15.

All company members have received a Tournament packet that includes the order blank for trophies and application for sponsorship. Only NIRA company members may participate.

Trophies are purchasable in groups of twos and fours depending on whether or not the winning pair or the winning North-South and East-West pairs are awarded prizes, an option of participating companies.

AIR JAMAICA, PLAYBOY DEVELOPMENTS



From the Associate Membership: Air Jamaica (1968) Ltd. is scheduled to inaugurate the only non-stop service from Philadelphia to Jamaica on December 1, using DC-9 jet equipment; simultaneously in-

roducing DC-8's from Chicago giving them an approximate 50 percent increase in capacity. . . A \$20 million Playboy Club-Hotel at Great Gorge, McAfee, N.J., is scheduled to open this December.

Wire Service Extra

Remington Arms Co. (238) squeaked by Bendix Corp. by one bird to take top honors in the 22nd Annual Armco-NIRA National Trap-shooting Championships at Middletown, Ohio. High Gun, Gerald Freeman, National Cash Register, shot a blazing 99 out of 100 (shoot-off). In other action, Winston-Salem, N.C., Ford Motor Co. walked away with the National Golf title in the "A" div. and Grimes Mfg. Co. won the "B" div. Ford shot 611, defeating three-time defending champ TRW by 17. Grimes hit 649. Medalists were Bob Armstrong (148) of Ford and Bob Torlina (159) of Grimes.

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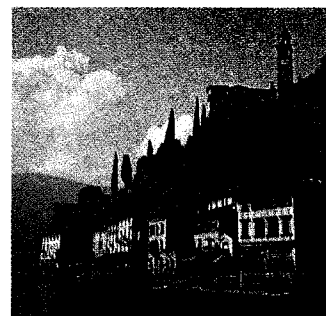
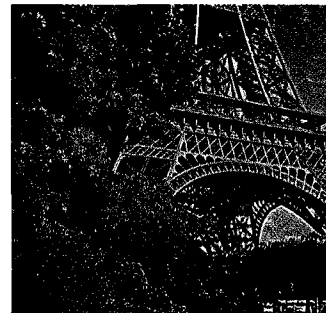
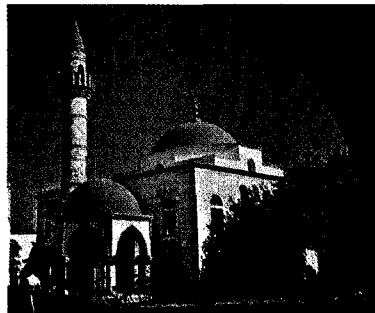
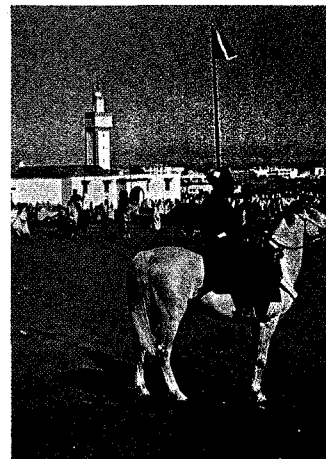
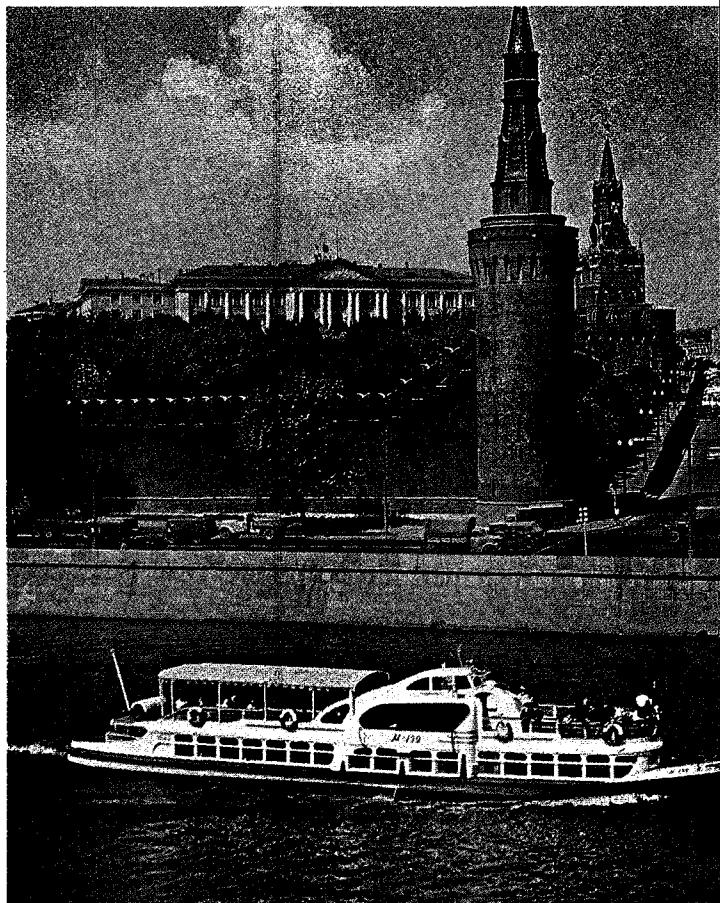
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recreation management

Journal of Employee Recreation, Health and Education

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*in this issue...
7 features forecast
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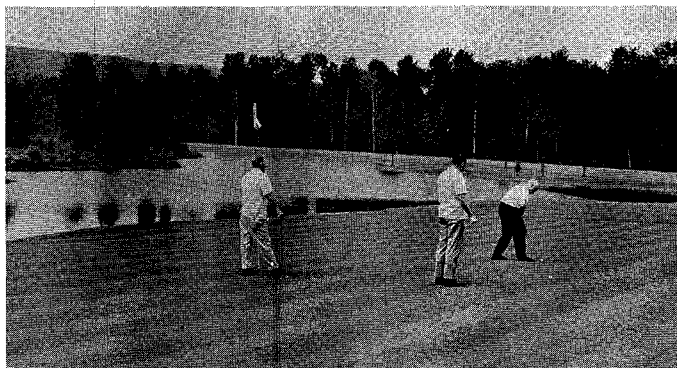
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Nov. - Dec. 1971

recreation management

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AWARDS PROGRAM DEADLINE JANUARY 31

Awards Program Chairman Martha Daniell, recently announced the deadline for NIRA's 1971 Awards Program applications. She stated that "in past years the award certificates and trophies were not ready for presentation at the National Conference in June since application deadline was so near to the conference date."

This year, the awards program applications have been totally revised to reflect current thinking toward Industrial Recreation.

There are four awards programs within the National Industrial Recreation Association.

The certificates of Excellence for Individual Activity which is most outstanding in your company and the country; the United Savings-Helms Foundation Award for the outstanding overall program in the four classifications of company membership plus an overall best program in the country; the Distinguished Service Award to the NIRA member who has contributed significantly to the National Association; and the Executive Award to the company executive who has contributed most to Industrial Recreation, the company employees, and the National Association.

Applications for these programs have been mailed by the National Headquarters and were due January 31st, 1972. Awards presentation will be made at the National Conference in Oakland, June 14-18.

LAST ISSUE OF RM FOR SOME READERS

This may be the last issue of RECREATION MANAGEMENT for some readers if difficulties are encountered transferring NIRA's mailing list from addressograph plates to NIRA's recently acquired computer service. The January/February issue of Recreation Management magazine will be mailed with computer listed labels. In the event your service is interrupted, you should immediately notify NIRA computer center, 20 No. Wacker Dr., Chicago, Ill. 60606, Suite 234. Company members of NIRA have been mailed forms to fill out so that their branch office service is not interrupted.

OUR FRONT COVER

Photos used on the front cover courtesy of the following firms:



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As an aid to travel club officers and recreation administrators, RM briefly outlines some sample tour destinations. Also, note the addition of a Best Values column included in this section. Just indicate your interests on the reply card, tear out and mail. RM will see to it that you receive further details. If you are not interested in travel just now, keep this section as a handy reference.

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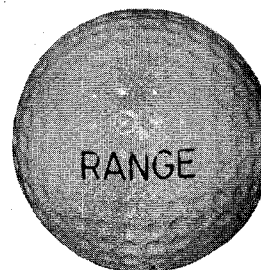
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C. James Moyer
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For information concerning advertising in Recreation Management Magazine, joining Associate Membership in NIRA or Exhibiting at the National Conference in Oakland, California June 14-18, 1972 contact Michael A. Fryer, Executive Director, NIRA headquarters in Chicago, 20 N. Wacker Drive, 60606, or phone 312-263-6696.

C. James Moyer
President NIRA and
Director of Employee
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Eastman Kodak Company

The following information describes and lists advertisers' products and services appearing in this issue. Please use the Reader Response Card for complete information. You will note that some advertisers have their own coupons. Use them too.

Chairman Wood Announces Miss Industrial Recreation Contest

Paul W. Wood, recently elected President of the U.S. Department of Agriculture, Recreation Council, Washington, D.C. and Chairman of the **Miss Industrial Recreation** contest for 1972-73 has announced application deadline of March 15.

He expects a January 15th mailing to the NIRA members with application blanks and contest rules. During preliminary talks with National Tournament Director Miles M. Carter.

Wood indicated the contest would be a postal color photo contest for female employees of NIRA member companies. He also announced the prize for Miss Industrial Recreation which would be a "Hawaiian Vacation" seven days, vacation including air travel and accommodation from Oakland Conference to Hawaii. Miss Industrial Recreation would also receive complimentary registration, accommodations and meals at the National Conference in Oakland, June 14-18.

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NIRA 1972 BUYERS GUIDE

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Ad appears on page 18 Reader Service Card No. 110

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Ad appears on page 26 Reader Service Card No. 107

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—Harry Zavakos, 636 N. Main St., Dayton 45405

Ad appears on page 3 Reader Service Card No. 121

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—Roy Dye, 126½ North Main St., Urbana, Ohio 43078

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—Hugh Goldsmith, President, Lyon Bldg., 607 Third Ave., Seattle 98104

E.L. PACKARD, INC.

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Golf course architects and site planners. Packard, Inc. offers complete service in land planning of golf facilities. Site selection consultation, master planning, golf course working drawings and specifications, bidding, and construction inspection.

—Roger B. Packard, Vice President; 11 South LaGrange Rd., LaGrange, Ill. 60525

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COCA-COLA COMPANY, U.S.A.

404-875-3411

Manufacturer of syrup for Coca-Cola, Sprite, Fanta and Tab for bottlers, wholesalers, jobbers and cup operators in vending machines and over-the-counter dispensers.

—Don Cowan, P. O. Box 1734, Atlanta 30301

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312-832-4800

Manufacturers of grocery products, including Ovaltine, P.D.Q., Fiddle-Faddle, Screaming Yellow Zonkers, Snacks and Poppcock.

John Bishop, One Ovaltine Court, Villa Park, Ill. 60181

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313-259-8100

—J. E. Rather, President, 2301 LaFayette, Detroit 48216

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CREATIVE AWARDS BY LANE

312-782-2317

Recognition awards, trophies, plaques, ribbons, buttons, emblematic jewelry, business gifts, advertising specialties, prizes, novelties.

—Don Thompson, 32 W. Randolph St., Chicago 60601
Ad appears on page 38 Reader Service Card No. 113

D & S PRODUCTS, INC.

212-741-0553

Catalog distributor of nationally advertised brands of jewelry and watches at guaranteed lowest prices. Catalogs available to employees, at no charge, through recreation director.

—Stanley Dershowitz, 71 Fifth Ave., New York, N.Y. 10003

DIVISION SALES, INC.

312-321-0415

Consultants for complete line for employee resale shops, premiums, employee incentives, banquet give-aways, etc.

—Jeffery Marks, 1405 Merchandise Mart, Chicago 60654

DOSCO, INC.

415-832-6661

Provides promotional, sales, and administrative services to governmental and industrial employees' associations. Affords a more effective buying program in all sporting goods categories that will save you time, effort and money.

—D. O. Shaw, President, P. O. Box 1136, Oakland, CA. 94604

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Industrial gifts and Christmas toys and packages, candy canes and stockings. Party favors and hats for New Year.

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Manufacturer of quality line of aluminum waterfront equipment. Includes dock, floating or stationary; swim floats, ramps, stairways, marinas.

—Albert B. Arrott, Jr., Alumidock, 41 S. Washington St., Randolph, N.Y. 14772

Appears on page 30 Reader Service Card No. 101

AMERICAN PLAYGROUND DEVICE COMPANY

317-642-0288

Park and playground equipment; heavy duty playground swimming pool, dressing room equipment, picnic grills and tables, park benches, soft ball and tennis backstops, basketball goals and backstops, chain-link steel tennis nets, outdoor physical conditioning apparatus.

—Warren P. Miller, President, Service Center, 1801 Jackson St., Anderson, Ind. 46015

AMF BOWLING PRODUCTS

516-333-6900

Complete line of bowling lane equipment; Automatic Pinspotters, Streamlane 21 Equipment, bowling lanes and supplies. Also AMF bowling balls, bags and shoes.

—Al Spanjer, Dir. Marketing Serv., Jericho Turnpike, Westbury, N.Y. 11590 317-462-2636

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"LIL FOOTBALL" game, a source of income for industrial recreation clubs. Installation at no cost. Insured and ser-

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Recreational shelters, 15 foot, 21 foot, and 27 foot sizes available. Colorful, eye-catching, all steel galvanized color coated roof, practically maintenance free. Ideal for parks, recreational centers and today's outdoor living.

—Art D. Anthony, P.O. Box 368, Taylorville, Illinois 62568

Ad appears on page Reader Service Card No. 103

CASWELL EQUIPMENT COMPANY, INC. 612-377-1730

Since 1936 Caswell has supplied a complete line of indoor and outdoor shooting range equipment, including target retrieval systems, bullet traps and accessories. Assistance available for all stages of planning.

—T. N. Busch, Vice President, 1215 Second Ave. North, Minneapolis 55405

Ad appears on page 40 Readers Service Card No. 106

CROWN HEALTH EQUIPMENT CO. 312-848-5566

World's first and only combination of either dry or steam sauna bath. Needs no plumbing, installation, maintenance, servicing or special wiring. Plugs into any 110 V outlet. Write for special prices or information.

—Mel Crown, Crown Health Equipment Co., Inc., 1035 South Blvd., Oak Park, Illinois 60302

DELTA BILLIARDS MANUFACTURING COMPANY 213-234-9077

Complete line of professional quality billiard tables for private and industrial recreation.

—Joe Duarte, 800-814 East 29th St., Los Angeles 90011

HEALTH AND EDUCATION SERVICES CORPORATION 312-766-3400

Manufacturer and distributor of revolutionary new exerciser, Exer-Cor. Conditions heart and lungs, tones muscles and helps improve coordination—all at once. Compact and transportable.

—James A. Muehlenbein, General Manager, 7N015 York Rd., Bensenville, Ill. 60106

Ad appears on page 35 Reader Service Card No. 111

LOMMA ENTERPRISES, INC. 717-343-4741

Manufacturers and national distributors of prefabricated, portable miniature golf courses. Installed indoors or outdoors in one day. Excellent financing.

—J.C. Rogari, National Marketing Director, 305 Cherry St., Scranton, Pa. 18501

MARCY GYMNASIUM EQUIPMENT COMPANY 213-247-6611

World's finest physical fitness and reducing equipment.

—Kurt Wolfe, Sales Manager, 1736 Standard Ave., Glendale, Calif. 91201

MIRACLE EQUIPMENT COMPANY

515-236-4000

Complete line of playground equipment featuring fiberglass swings, slides, whirls, tables, benches and shelters in permanent colors. New 3 and 5 row portable bleacher in colored fiberglass.

—D. H. Howig, Box 275, Grinnell, Iowa 50112

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MODE OF TRANSPORTATION 312-636-9520

Recreation riding vehicles, accessories, apparel. Full service for all seasons. Motorcycles, snow vehicles, all-terrain vehicles, trail bikes and homebuilt aircraft. Leasing by hour, day, week or season. We outfit parade troupes.

—George E. Specht, 5546 W. 79th St., Burbank, Ill. 60459

RECREATION EQUIPMENT CORPORATION 317-643-5315

Manufacturers of heavy-duty playground equipment, pool deck equipment and indoor basketball backstops.

—John D. Nash, P.O. Box 2188 RM, Anderson, Indiana 46011

TRIUS PRODUCTS, INC. 513-941-5682

Producers of easy-cocking Trius Trap to fling targets for skeet and trap shooting. Makers of the Trius Pitcher to throw regulation baseballs regulation distances for batting and fielding practice.

—Hart Luebke, Box 25, Cleveland, Ohio 45002

T. F. TWARDZIK & CO. 717-462-2745

Time-saving Ping-Pong Dispenser. Free lease plan service. No risk guarantee.

—Dept. 41, Shenandoah, Pa. 17976

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Complete line of recreational putting greens featuring famous synthetic playing surfaces.

—J. D. Parmelee, 7181 30th North, St. Petersburg, Fla. 33710

WITTEK GOLF RANGE SUPPLY CO. 312-463-2636

Complete line of equipment and supplies for golf ranges, miniatures, par-3 and regulation courses.

—Robert Wittek, 3650 Avondale, Chicago 60618

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AMATEUR SOFTBALL ASSOCIATION OF AMERICA 405-528-2643

Governing body of amateur softball, a non-profit service organization.

—Don E. Porter, 4515 N. Santa Fe, Oklahoma City 73118

Ad appears on page 23 Reader Service Card No. 102

AMERICAN BOWLING CONGRESS 414-962-3520

World's largest participation sports organization. Non-profit, non-commercial membership services, rules and equipment specifications group of male bowlers in 50 states, Canada, Puerto Rico and armed services around the world. Approximately 4.2 million members. Offers tournament sanctioning program, two monthly periodicals, complete film loan library, field services program and many other services.

—Frank K. Baker, Executive Secretary, 1572 Capitol Dr., Milwaukee 53211

ATHLETIC INSTITUTE, THE 312-644-3020

A not-for-profit organization devoted to the advancement of athletics, physical education and recreation. Producer and distributor of "Sports Techniques" audio-visual and published instructional aids.

—Robert G. Bluth, Director of Promotion and Marketing, Chicago 60654

BOWLING PROPRIETOR ASSOCIATION OF AMERICA 312-894-5800

World-wide non-profit association of bowling center operators dedicated to promote the growth of the bowling industry. Provides management information on all phases of the sport to members. Publishes THE BOWLING PROPRIETOR.

—Vladmir A. Wapensky, Executive Director, 375 W. Higgins Rd., Hoffman Estates. Ill. 60172

DISCOVER AMERICA TRAVEL ORGANIZATIONS (Dato) 202-293-1433

National non-profit association. Objective: encourage and promote travel to and within the U.S. Publishes DISCOVER AMERICA Magazine.

—William D. Toohey, President, and James C. Gross, Executive Vice President, 1100 Connecticut Ave., N.W., Washington, D.C. 20036

NATIONAL BOWLING COUNCIL 202-659-1570

Materials and programs for the promotion of bowling in industry.

—V.A. Wapensky, 2000 L St., N. W. Suite 808, Washington, D.C. 20036

NATIONAL GOLF FOUNDATION 312-527-3564

Source of planning and organizing information for the development of all types of golf facilities. Books, factual golf information sheets and a field service staff for personal consultation, are available to individuals and groups in planning any type of golf facility. In addition, an educational service division is maintained and provides golf consultation personal, books and films to assist in establishment of sound programs of golf instruction.

—Don A. Rossi, 707 Merchandise Mart, Chicago 60654

NATIONAL INDUSTRIAL RECREATION ASSOCIATION 312-263-6696

National non-profit association dedicated to promoting recreation for organization employees. Major source of recreation program information to corporate recreation directors. National tournaments, contests, conferences, awards program, publication consulting service and certification of recreation directors. Publishers of RECREATION MANAGEMENT magazine. Membership available to organizations, individuals and manufacturers and suppliers of recreation products and services.

—Michael A. Fryer, Executive Director, 20 N. Wacker Dr., Chicago 60606

See page 11.

NATIONAL RIFLE ASSOCIATION OF AMERICA 202-783-6505

A non-profit membership organization to promote firearms safety in the home and in the field.

—Steve Hines, Office of Public Relations, 1600 Rhode Island Ave., Washington, D.C. 20036

Ad appears on page 38 Reader Service Card No. 115

NATIONAL SHOOTING SPORTS FOUNDATION, INC. 203-637-3618

A national organization of manufacturers, distributors and dealers for promoting and shooting sports. The literature line has over 30 pieces to help sportsmen and gun clubs; some literature is free and other is sold.

—Warren Page, President, 1075 Post Rd., Riverside, Conn. 06878

NATIONAL SPORTING GOODS ASSOCIATION 312-944-0205

Industry-wide trade association for sporting goods retailers, jobbers, team distributors and manufacturers. Publishers of SELLING SPORTING GOODS magazine.

—G. Marvin Shutt, Executive Director, 717 N. Michigan Ave., Chicago 60611

WOMEN'S INTERNATIONAL BOWLING CONGRESS 614-486-5238

Non-profit membership organization dedicated to providing services (including an annual championship tournament), to three million sanctioned women bowlers.

—Mrs. Freda S. Botkin, Executive Secretary-Treasurer, 1225 Dublin Rd., Columbus, Ohio 43215

SPORTING GOODS Baseball-Softball

DOSCO, INC. 415-832-6661

Affords a more effective buying program in all sporting goods categories that will save you time, effort and money.

—D.O. Shaw, President, P. O. Box 1136, Oakland, Ca. 94604

HANNA MANUFACTURING COMPANY 404-548-2244

Manufacturers and distributors of quality bats for baseball, official softball and approved Little League equipment. Variety of aluminum models for softball and Little League.

—John Broadnax, Sales Manager, Athens, Ga. 30601

HILLERICH & BRADSBY CO. 502-585-5226

Louisville Slugger and H & B baseball, softball and Little League bats. Aluminum bats for softball and Little League.

—Frank McMenamin, P.O. Box 506, Louisville 40201

Ad appears on page 39 Reader Service Card No. 112

(Sporting Goods Cont.)

J. de BEER & SON, INC. 518-438-7871
Manufacturer of baseballs and softballs.
—Fredrick S. de Beer Jr., P. O. Box 11-570, Albany, N. Y. 12211

LANNOM MFG. CO. 615-455-0691
Worth baseballs, softballs, bats, ball bags, scorebooks.
—R. D. Clay, Tullahoma, Tenn. 37388

MACGREGOR COMPANY 513-733-2000
Manufacturer of baseball and softball athletic goods.
—R. A. "Bob" Holtberg, 1-75 & Jimson Rd., Cincinnati 45215

WILSON SPORTING GOODS CO. 312-GI6-6100
Manufacturer of sporting goods equipment.
—Gene Da Cosse, 2233 West St., River Grove, Ill. 60171

Basketball

CONVERSE RUBBER CO. 617-322-1500
Footwear for basketball.
—Gib Ford, 392 Pearl St., Malden, Mass. 02148

DOSCO, INC. 415-832-6661
Affords a more effective buying program in all sporting goods categories that will save you time, effort and money.
—D. O. Shaw, President, P. O. Box 1136, Oakland, CA. 94604

MACGREGOR COMPANY 513-733-2000
Manufacturer of basketball athletic goods. Major source of leather for upper tennis shoes and highest quality balls for all sports.
—R. A. "Bob" Holtberg, 1-75 & Jimson Rd., Cincinnati 45215

WILSON SPORTING GOODS CO. 312-GL 6-6100
Manufacturer of sporting goods equipment.
—Gene Da Cosse, 2233 West St., River Grove, Ill. 60171

Boating--Fishing

CONVERSE RUBBER CO. 617-322-1500
Footwear for boating, fishing and hunting.
—Gib Ford, 392 Pearl St., Malden, Mass. 02148

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—D. O. Shaw, President, P. O. Box 1136, Oakland, CA. 94604

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AMF BOWLING PRODUCTS 516-333-6900
Makers of complete line of bowling lane equipment: Automatic Pinspotters. Streamlane 21 Equipment, bowling lanes and supplies. AMF bowling balls, bags and shoes.
—Robert J. Conway, V.P. Sales; Al Spanjer, Dir. Mkt. Serv., Jerico Turnpike, Westbury, N.Y. 11590

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—D. O. Shaw, President, P. O. Box 1136, Oakland, CA. 94604

Football

CONVERSE RUBBER CO. 617-322-1500
Footwear for football.
—Gib Ford, 392 Pearl St., Malden, Mass. 02148

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—D. O. Shaw, President, P. O. Box 1136, Oakland, CA. 94604

MACGREGOR COMPANY 513-733-2000
Manufacturer of golf, tennis, baseball, softball, football and allied athletic goods. Major source of leather for upper tennis shoes and highest quality balls for all sports.
—R. A. "Bob" Holtberg, 1-75 & Jimson Rd., Cincinnati 45215

MASON CITY TENT AND AWNING CO. 515-423-7745
Rip Flag—Finest belt and flag set for use in playing many running games. Promotes recreation for industrial employees. Complete catalog and prices on request.
—406 So. Federal Ave., Mason City, Iowa 50401

WILSON SPORTING GOODS CO. 312-GI6-6100
Manufacturer of sporting goods equipment.
—Gene Da Cosse, 2233 West St., River Grove, Ill. 60171

Golf

DOSCO, INC. 415-832-6661
Affords a more effective buying program in all sporting goods categories that will save you time, effort and money.
—D. O. Shaw, President, P.O. Box 1136, Oakland, CA. 94604

HILLERICH & BRADSBY CO. 502-585-5226
"Louisville Slugger" and "Power-Bilt" golf clubs.
—Frank McMenamin, P.O. Box 506, Louisville 40201
Ad appears on page Reader Service Card No. 112

HOUSE OF GOLF 419-382-8984
Specializing in golf equipment and pool tables.
—Kay Bennet or Fred Hockenberger, 776 Carlton Ave., Toledo 43609

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Manufacturer of golf athletic goods. Highest quality balls for all sports.
—R. A. "Bob" Holtberg, 1-75 & Jimson Rd., Cincinnati 45215

NORTHWESTERN GOLF, INC. 312-275-0500
World's largest exclusive manufacturer of golf clubs. Dedicated to the policy of giving customers best possible merchandise at fairest prices.
—Sam Parks, 4701 N. Ravenswood Ave., Chicago 60640

PLYMOUTH GOLF BALL COMPANY 215-828-7400
Manufacturer of quality golf balls.
—Al Zilligen, Butler Pike, Plymouth, PA. 19462
Ad appears on page 4 Reader Service Card No. 117

RAM GOLF CORPORATION 312-345-4100
America's largest exclusive golf manufacturers. First to introduce a Surlyn covered golf ball. Ram 3-D, the first wound distance ball you can't cut, is now first in sales in retail stores.
—M. L. Dahl, 2020 Indian Boundary Dr., Melrose Park, Illinois 60106

U. S. TURF CORPORATION 813-347-1228
Manufacturers of golf putting products: Family Open Game, Executive 1 Putting Green and U. S. Turf Corporation putting courses. Products feature "Turfam", a synthetic surface developed especially for use as a realistic putting surface.
—J. D. Parmelee, President, 7181 30th Ave. North, St. Petersburg, Fla. 33710

(Sporting Goods Cont.)

WILSON SPORTING GOODS CO. 312-GI 6-6100
Manufacturer of sporting goods equipment.
—Gene Da Cosse, 2233 West St., River Grove, Ill. 60171

**WITTEK GOLF RANGE
SUPPLY CO., INC. 312-463-2636**

Complete line of equipment and supplies for golf ranges, miniatures, par-3 and regulation courses. Personalized golf balls our speciality.

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Manufacturers of Benjamin Air Rifles and Pistols. Benjamin CO₂ Gas Rifles and Pistols, Benjamin Lead Pellets, Lead or Steel (BB) Shot, CO₂ Cartridges, Bell targets, holsters, peep sights.

—A. P. Spack, Jr., President, 1525 S. 8th St., St. Louis, Mo. 63104

CONVERSE RUBBER CO. 617-322-1500

Footwear for fishing and hunting.

—Gib Ford, 392 Pearl St., Malden, Mass. 02148

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CONVERSE RUBBER CO. 617-322-1500

Footwear for tennis.

—Gib Ford, 392 Pearl St., Malden, Mass. 02148

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—D. O. Shaw, President, P. O. Box 1136, Oakland, CA. 94604

MAC GREGOR COMPANY 513-733-2000

Manufacturer of tennis athletic goods. Major source of leather for upper tennis shoes and highest quality balls for all sports.

—R. A. "Bob" Holtberg, 1-75 & Jimson Rd., Cincinnati 45215

WILSON SPORTING GOODS CO. 312-GI 6-6100

Manufacturer of sporting goods equipment.

—Gene Da Cosse, 2233 West St., River Grove, Ill. 60171

Sporting Goods-- Miscellaneous

CONVERSE RUBBER CO. 617-322-1500

Footwear for track, wrestling, boating, fishing and hunting.

—Gib Ford, 392 Pearl St., Malden, Mass. 02148

DOSCO, INC. 415-832-6661

Provides promotional, sales and administrative services to government and industrial employees' associations. Affords a more effective buying program in all sporting goods categories that will save time, effort and money.

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—Andre LeFevre, 1350 Avenue of the Americas, New York 10019

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—Wayne Brockman & Lawrence Reid, International Airport, Los Angeles 90009

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Scheduled service to 106 cities in U.S., Bermuda, Canada, Jamaica, Mexico, Puerto Rico and Virgin Islands. Charter service to most of the free world.

—Ross Hislop, Dave Springs, Miami International Airport, Miami, Fla., 33148

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—Ray C. Wort, 97-77 Queens Blvd, Rego Park, Queens, N.Y. 11429

KLM, ROYAL DUTCH AIRLINE 212 PL 9-2400

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—Harry Moderow, Account Executive, 200 S. Michigan Ave., Chicago 60604

Carriers-Supplemental

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Specializing in charter flights to Europe, the Caribbean, and within United States, which combine low cost land and air arrangements.

—Clifford Dancer, Vice President, Marketing, Smyrna Airport, Smyrna, Tenn. 37167

Ad appears on page 2 Reader Service Card No. 105

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Group charter flights throughout the 50 states, Canada, Mexico, Caribbean, Europe and Middle East. Sponsor of Breakaway Tours—today's best employee travel package, 8 days and 7 nights of traditional Hawaiian hospitality.

—James Elliott, 7875 Edgewater Dr. Oakland, Calif. 94621

Ad appears on page 21 Reader Service Card No. 120

WORLD AIRWAYS, INC.

415 - 562-8000

Group charter flights aboard Boeing 707 fan jets to Europe, Hawaii and the Orient.

—W.A. Hardenstine, Vice President of Sales, Oakland International Airport 94614

Convention Bureaus

CANADIAN GOVERNMENT TRAVEL BUREAU

312 - 782-3760

The Canadian Government Travel Bureau provides free travel counselling service and free literature on all recreational areas of Canada. Expert guidance on trip planning for groups, sales incentives and convention site locations.

—Donald Alexander, Manager, 100 No. La Salle St., Chicago 60602

IRISH TOURIST BOARD

212 - 246-7400

Function is to develop tourism to Ireland. Cooperates with Recreation Directors and designated travel agents in assisting them in promotion of Irish tours. Special itineraries, etc. can be arranged through this office.

—Cora Fitzpatrick, 590 5th Ave., New York 10036

GREATER NEW ORLEANS TOURIST & CONVENTION COMMISSION

504 - 522-8772

Special department is available to work with corporate sales and incentive award meetings. New Orleans claims to have America's most unique and fascinating meeting hotels, capable of handling groups from 10-15,000.

—Richard Myers, Dept. C. Greater New Orleans Tourist and Convention Commission, 334 Royal St., New Orleans, La. 70130

(Convention Bureau Cont.)

NEW YORK CONVENTION AND VISITORS BUREAU

212-687-1300

Non-profit civic organization promoting convention delegate and vacation visitor business for New York City.
—Charles Gillett, Executive Vice President, 90 E. 42nd St., New York City, 10017

ST. PETERSBURG CONVENTION AND VISITORS BUREAU

813-894-7443

A non-profit organization providing information on accommodations and recreational facilities on Florida's west coast.

—William D. Prevatt, Manager, P. O. Box 1371, St. Petersburg, Fl. 33731

WASHINGTON CONVENTION AND VISITORS BUREAU

202-659-6464

Not-For-Profit Association of travel to Washington, D.C. Source of travel information about Washington, including hotels, restaurants, sights, shopping, etc. Provides brochures, information, planning group travel.

—Julian Dugas, Manager Group and Tour Dept., Washington Convention and Visitors Bureau, 1129 20th St. N.W., Washington, D.C. 20036

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212-OX 7-5453

Package luxury cruises on a year around basis. 3-4-8 and 14 day tours for your employee groups.

—Group Sales Agent, 122 E. 42nd St., New York 10017
Ad appears on page 24 Reader Service Card No. 109

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212-620-5121

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—Herman van Deursen, Mgr., Group Development, Pier 40-North River, N.Y. 10014

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212-425-1515

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—S. Y. Smith, 42 Broadway, New York. 10004

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Ad appears on page 20A Reader Service Card No. 116

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(Hotels & Resorts Cont.)

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*The 1972 NIRA National Conference and Exhibit will be held at the Edgewater Hyatt House, Oakland, California, during June 14-18.

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312 - 656-4000

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Largest buying service of its kind in No. America; provides new cars at substantial savings, and the same kind of savings on household appliances, carpeting and many other major items for the home. Substantial savings even for group and charter travel.

—B. A. Brown, Pres., 1855 Broadway, New York 10023

R-M YEARLY INDEX

HOW TO USE: Every complete article which appeared in R/M during 1971 is classified in this index, which is intended to serve as a ready reference tool to industrial recreation topics. The index lists the general categories of subjects reported on during the past year. Seek out the category first, then run down the list of articles for the subject you're after.

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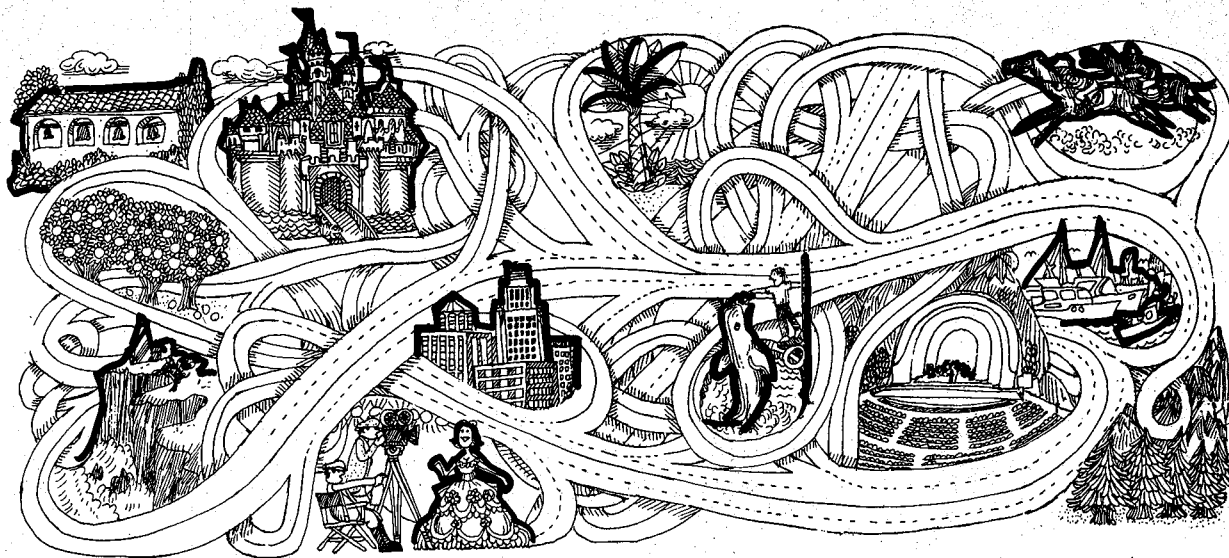
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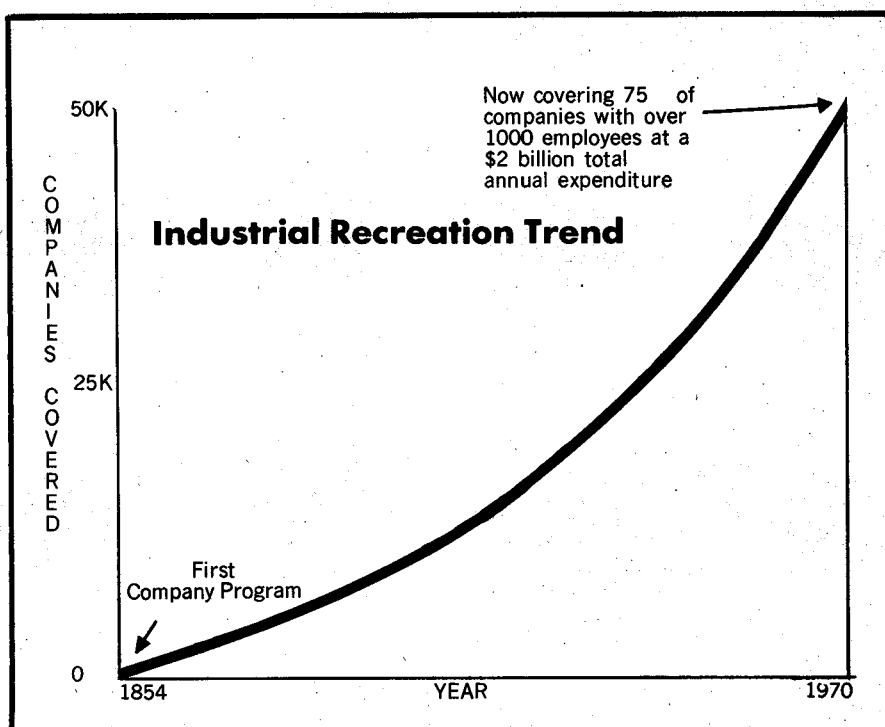
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by **William Hudson**

A SOCIETY OF PERSONAL CHOICE
will replace industrial society

ECONOMIC MAGIC



IN THE LOS ANGELES AREA GROUPS BOOK THE FABULOUS FORUM FOR THE BIG ONES

Oct.-May — Los Angeles Lakers Basketball

Oct.-May — Los Angeles Kings Hockey

Jan. 5-16 — Holiday On Ice

Jan. 29 & 30 — Harlem Globetrotters

May 25-28 — Forum Championship Rodeo

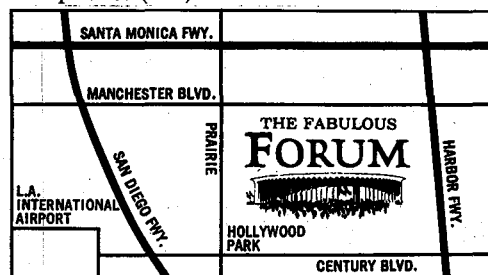
July 25-Aug. 9 — Ringling Bros. &
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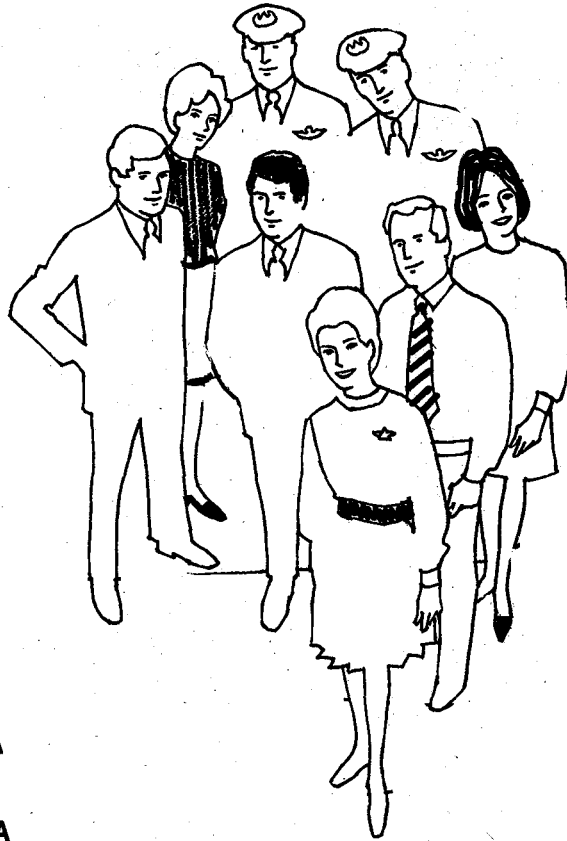
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WORLD'S MOST BEAUTIFUL SHOWPLACE FOR SPORTS & ENTERTAINMENT.

professionalism in the '70s



by

Dan L. Archibald, CIRA
McDonnell Douglas

Martha L. Daniell, CIRA
Nationwide Insurance

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To ascertain the needs of our profession for the remainder of this decade, we must begin by analyzing what tasks are involved in our daily jobs, what our department's long range goals are, and what type of person it will take to fulfill the demands of these tasks and goals. It is no hidden secret that the next five to ten years will see a tremendous turn-over of those presently engaged in administering employee recreation programs. With many of our "founding fathers" reaching the retirement stage, it is of necessity that we stop and consider what qualifications we will look for in the new professional administrator. Charles K. Brightbill, in his book "Educating for Leisure-Centered Living", states that because the field in which the professional will be representing is as broad and as

deep as human behavior itself, some personal qualities will be demanded to a higher degree than in some fields which further human understanding, social perception, and democratic action. Among the more important of these personal qualities are:

- 1) creative imagination, disciplined with common sense
- 2) intellectual capacity, stimulated by intellectual curiosity
- 3) initiative and resourcefulness bolstered by energy and diligence
- 4) personableness and personal confidence tempered with humility
- 5) breadth of vision strengthened by depth of human understanding
- 6) aesthetic sense coupled with functional appreciation
- 7) professional commitment minus a provincial outlook



DAN L. ARCHIBALD



MARTHA L. DANIELL



WILLIAM B. DeCARLO

- 8) courage, conviction, and determination balanced with sensitivity and consideration
- 9) critical insight buttressed by an ability to think, analyze, and decide
- 10) unified sense of direction backed up with principles and standards but with capacity to adapt, adjust, and change.

Underlying all his work must be a recognition and deep appreciation of the role of self-determination in the strengthening of individual integrity.

Although the college degree itself is only tangible evidence that a certain amount of training was experienced with varying degrees of success during the school years, the new administrator should be versed but not specialized in general education areas such as the humanities, social sciences, natural sciences, communicative skills, and

(Continued on P. 24)



S. C. Johnson & Son's Lighthouse Resort, Minocqua, Wis.

What is the Role of SPORTS and CAMPS in industrial recreation ?

by
R. H. Wilsman
Recreation Manager
S. C. Johnson & Son, Inc.

What is the role of sports and camps going to be in the 70's?

In the 70's I'm sure that we will see many more companies going to the shorter work week and longer holiday weekends. Added to this, are many earlier retirements and more individual economic growth.

To me, this will mean increased individual participation by employees in such activities as fishing, skiing, hunting, boating and swimming, golf, tennis, archery. To the employers this means that they should be conscious of providing activity spaces for these individual activities and wherever possible providing a means for employees to obtain additional skills. This can be accomplished by providing opportunities for instruction-type classes and through the development of special interest clubs such

as archery, fishing, skiing. These clubs will tend to promote special events which will feature individual participation, both for fun and competition.

In the area of camps, I believe that you will find many companies considering the possibility of building or buying company-owned resorts, fishing camps or areas and even campgrounds. Public and private campgrounds in some areas of the country are over-crowded.

Forward-looking companies will provide increased participation and opportunities for family members in both sports and camp areas. The more activities we have where families are encouraged to participate, the better the employee morale should be. Company-owned park facilities with adequate leadership is an excellent way of meeting many of the recreation challenges of the 70's.

At S.C. Johnson & Son we believe we have the facilities and the programs to meet the 1970's challenges. Facilities consist of two

resorts and a company park. The extensive program includes bowling, golf, archery, skiing, hockey, volleyball, chess, gun club activities, softball, picnics, drama, as well as other recreation interests.



R. H. Wilsman

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Breakaway to Hawaii 8 days 7 nights:

Chicago departure as low as

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This is today's best employee group package. It offers all the basic ingredients of a first class vacation:

- Round trip: super DC-8 fan jets
- Pre-registration and accommodations at a first-line Waikiki Beach Hotel.
- Traditional flower lei welcome
- Arrival cocktail party
- Luggage transfers
- Ground transportation
- Experienced escorts

but none of the regimentation. Your people can go at their own pace on meals and sight-seeing. We'll even set up a special desk to help them decide on each day's activities.

Your group can be as small as twenty couples—40 people—or you can reserve the entire plane. For the smaller groups it's to your advantage to allow us time to work out the arrangements.

Whether you are interested in a complete travel package or just air transportation, Universal Airlines people will work with you. And show you how to save money on getting any group to any point in the U.S., Mexico, the Caribbean, Europe or the Middle East.

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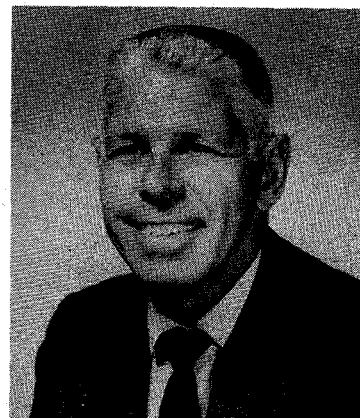
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Universal Airlines is a Certificated U.S. Supplemental Air Carrier.

PROFESSIONALIZING INDUSTRIAL RECREATION

by **EWEN L. BRYDEN, PH.D. CIRA**
Professor of Recreation
Eastern Illinois University



Dr. Ewen Bryden

What does one say to a group of the most professional recreators in the business! That is the challenge that I shall endeavor to meet as I talk to you on Professionalism in Service. I am going to discuss the subject from the point of view of needs that exist and needs which must be met if we are to have a truly professional recreator. I am going to confine my remarks to six needs:

1. The need for a Strong Belief in the Field of Recreation.

The professional must have the feeling that what he is doing is the most important thing there is. He must have the attitude that there is nothing else he would rather do including a position at a higher salary or at supposedly greater prestige. This attitude is vital in the development of a professional outlook. Attitude is important. Belief in our field is important.

You need no reminders about the increasing importance of our profession in view of the increase in leisure time. Let me review a couple of items concerning this topic, which occurred just recently:

A recent Bureau of Labor report that on the average we have gained 50 hours of increased leisure time in the last 10 years.

The recent experiments of several companies with the three-day weekend. Initial results indicate that production has increased with employees working four 10-hour days or even four 8-hour days. If this is true we can look for this to spread. A recent statement by a major company executive to

the effect that 40 percent of the children now in the 7th grade will never work.

With trends such as those indicated above it is evident that this country is moving from a work-oriented to a leisure-oriented society.

All our recreation agencies will be faced with the impossible task of providing leadership, facilities and programs for our citizens not in competition with each other but to help care for the insatiable demand and need for recreation services which already is overtaxing our resources at all levels. Certainly this is a cause for a belief in and a love for recreation and what it can do for our society. We do not have to find reasons or excuses for recreation—it is already vital to our civilization today.

2. Need for Professional Standards and Certification Within the Profession.

This has been a problem of recreation since its inception and is due primarily to shortage of trained personnel. Certainly no one can criticize the many professionals from other fields who have done an outstanding job. Many of you, I am sure, did not major in recreation. I myself received a degree in physical education. I am quick to admit, that I would have avoided many mistakes in leadership and program during my early years had I been better prepared in recreational philosophy and activities.

You are attempting to bring about standards through the CIRA-CIRL programs but in the final analysis standards and certification and training must be recognized by the

employing agencies, and I am afraid that employee recreation has a tough row to hoe in this respect. You are faced with a unique problem which other recreation agencies do not have; Profit! **Industry exists to make money.** Whenever that goal is threatened, all other facts can be thrown out the window.

3. A Need for the Development and Evaluation of Program Objectives.

Here is where it may appear that I am getting academic. However I do not apologize for this because it has been my experience that a good program and successful activities are based on and follow closely good textbook theories and philosophy. Or perhaps the theories and philosophies in our texts were taken from the practices and procedures of successful recreation programs. I believe that a truly professional program will have an established set of objectives and that the program and objectives will be constantly evaluated to determine their success and validity. We cannot develop a truly quality program unless we know exactly where we are going and what we are trying to do. Furthermore, these objectives must be idealistic.

It is only through the development of high goals and objectives that quality programs can be realized and quality programs are not only measured by numbers or by skill development. They are better measured by what effect they have on the individual participants.

4. The Need for Communication Within the Profession.

The NIRA has for years staged successful and meaningful national
(Continued on P. 23)

(Continued from P. 22)

Professionalizing

conferences. I feel, however, that while excellent, these conferences do not go far enough. It is difficult for many professionals to attend.

More local conferences of shorter duration might be more practical for many of our professionals. I am thinking of those like the Western Regional Conference and the Minneapolis Seminars, both highly successful events. A few years ago I attended a one-day workshop sponsored by Purdue University and the Indianapolis Industrial Recreation group and found it rewarding and meaningful.

5. Need for Communication between the Educator and Practitioner

The professional in the field can play a tremendous role in the education of new recreation professionals. This avenue is often neglected.

As a former practitioner, I remember the satisfaction I received in serving as a guest lecturer for classes at Ohio State, Capital and Denison universities and having them visit our facility to see for themselves what we were doing.

As an educator I can see the positive reaction of my students when I have practicing professionals into class to lecture,—interest and anticipation. They respond extremely well because they know the speaker is out where they want to be. They feel he can tell them exactly how it's going to be. I can vouch for their disappointment when the guest lecturer fails to make a good presentation.

Administration

A final comment involves the possibility of serving as a parttime instructor. The recreation executive can offer some positive contributions, especially in courses dealing with administration. Many college professors may be weak in this area since they may not have had much administrative experience. I am hopeful of installing a good administrative course in our curriculum.

6. Need for the Provision of Practical Experience for Students in Recreation

I feel it is the duty of our schools and recreation agencies to provide opportunities for students to obtain practical experience under careful supervision and evaluation. Students regard their practical experiences as the most meaningful part of their education. At Eastern Illinois we provide two opportunities for obtaining practical experience.

One is what we call "Field Work in Recreation." Here the students are assigned to some recreation agency in the community for six hours a week. They meet in the classroom for one hour each week to exchange experiences, discuss problems. A major problem we face is that our community is small, recreational agencies are few, and we have difficulty in placing them exactly where we would like them all to be. We have been able to use the city recreation program, a mentally handicapped center, some rest homes with recreation supervisors, the University Union and our own intramural program.

The problems we have encountered are: a lack of good preliminary orientation and proper supervision and evaluation. In spite of these drawbacks the program has been a good one and we are grateful to the practitioners who cooperate with us. Our students learn from them and they contribute some needed assistance, plus some new ideas and boundless enthusiasm.

The second phase of our practical experience involves a summer practice. Some people might refer to this as an intern program. We do not. The students are assigned to a recreation agency for one summer quarter. In our situation they are actually paid by the employing

agency but in some others they are not. I like the latter situation. They receive more credit hours in this case. Regardless, the need here is for good supervision and an opportunity to experience the total operation.

We have placed students in municipal agencies, YMCA, private camps, and state department programs.

Concern has been expressed regarding an intern program. I am not sure what is involved in your thinking. To me, an internship is one served by the recreation professional for one year after receiving a degree in recreation. Certainly this would be a desirable thing and would do a great deal to raise the standards of our profession. There are a number of problems to be worked out before this could be inaugurated on a wide scale. Perhaps the first step is cooperation by industry in the type of field experiences I have mentioned as being available in Illinois.

Needed Assistance

Perhaps a survey by NIRA of the companies interested in participating in this program and a similar one of schools looking for places to place their students is in order. This could lead to a full-fledged internship program.

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professionalism

(Continued from P. 19)

the arts. Recreation education should include history, philosophy and principles, and organization and administration, including areas of legal powers, obligations and liability. With the realization that recreation is not a product of a company, the administrator should gear himself for tasks involving business administration, industrial organization and management, personnel relationships, as well as park and facility management.

It is relevant to mention that the August, 1971, issue of RECREATION and PARKS magazine, reported that results of a study completed in 1970 revealed that at least 70 junior colleges are not offering a two-year curriculum in recreation, and 144 colleges and universities offer undergraduate and graduate recreation programs. The study also showed that 58 other institutions had indicated that they will initiate a recreation and or park curriculum by 1975.

The Xerox Corporation (1969), developed minimum requirements for industrial recreation staff standards. These requirements ranged from a degree in recreation and one year experience, to a masters degree and eight years experience. In view of the growth in recreation curriculums and the

Enthusiasm

demands for research, writing, and overall administrative organization, an extended education as a prerequisite for professionalism appears to head the list of desirable qualifications. Coupled with this education should be the enthusiasm and zeal necessary to continue to learn and practice the profession to the highest degree, thus culminating that which sets the professional apart from all others.

Additional qualities should require membership in an occupational organization with the thought being that through an organizations membership flows knowledge and the sharing of ideas. Finally, the certification of a practitioner sets that person apart as being one who has gained recognition of expertise from his employer and fellow professionals.



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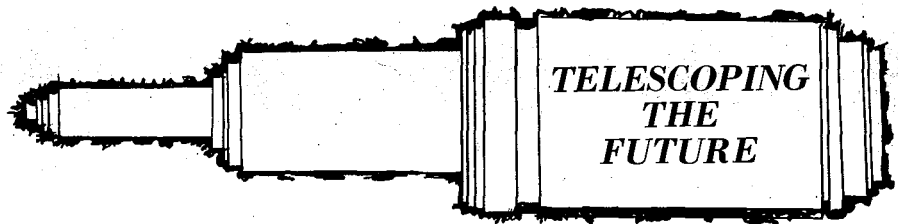
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TELESCOPING THE FUTURE



— Melvin C. Byers. (CIRA)
Regional Management Vice Pres.



by

Mel Byers, Owens-Illinois

Full possibilities of industrial recreation are still unrealized.

Potential benefits of the programs have not been explored or tapped in spite of 50 years of experience in industrial recreation by major industries.

During the next quarter century, industrial recreation will prove to be one of management's most effective media in reaching its people.

Employees will look to the programs as another necessary benefit for themselves and their families. They will expect industrial recreation to be as much a part of fringe job benefits as pension, vacations, parking, insurance, coke machines and coffee breaks.

Progressive industry will broaden the scope of recreation programming and establish objectives that will pay off in better employee management relations, in addition to improving the company public relations image.

Dormant beneficial aspects of the program will appear when careful studies are made by management. We can visualize the employee organization—under management guidance—to be the best employee and supervisory training industry has experienced.

Good industrial recreation programs should do much to reduce controversy among management and employees. It should prove a more effective employee relations tool than the usual programs, such as letters-to-the-employees-from-management, etc.

Qualified

The recreation administrator of the future must be well qualified in many areas. He will have to be familiar with psychology, promotion, journalism, personnel administration, recreation,

employee services, accounting, selling, public speaking, marketing, labor relations, and business administration.

Industrial recreation will include programs and courses in education, mental hygiene, physical fitness, health, welfare and public relations. Employee services will include product sales to employees, blood banks, vacation offers, parking, food services. The programs will be expanded to include the employee families and guests. Facilities will compare to country clubs. A large share of the expenses will be borne by employees. Companies with long range programs have already made a start in this direction.

Retirement groups will have an active part in the programs. There will be retirement complexes as well as recreation facilities for employees. It is likely that there will be more than one recreation site or facility per plant or company.

Share Costs

Some recreation areas will be used for customer and business relations. The country club complex can provide a motel with dining and meeting services available for service award banquets, sales meetings, stockholder meetings, in addition to use for employees and the public—when designed to serve as a private and public facility—so as to offset costs and serve more people. Large companies are in a position to develop such programs; small firms will be hard-pressed to compete in comparable employee benefits. They will realize the need to combine with other small firms to provide industrial recreation facilities on a mutual aid arrangement, sharing costs and management controls.

Such recreational facilities will be commonplace in industry by the late 70's. In-plant recreational facilities will contain physical fitness equipment as well as game rooms, and library facilities for use

during the noon hour, work breaks and after-work hours.

Land adjacent to the plant or office, plant approaches, shipping docks, parking lot areas will have park-like landscaping. New plants and offices will no longer appear stereotyped and drab. Industrial areas will be welcome in residential neighborhoods. Recreational facilities within the industrial areas will be shared with area residents and will provide additional recreational facilities to neighborhoods lacking in parks and open areas.

Small Fee

There will also be industrial complexes comparable to private company clubs but removed from the plant sites. All employees and employee families will have facilities available. A small fee will be charged and the employee will have a sense of part ownership in the project. He will be able to actively participate in the management. He will help arrange programs and provide services that will partially defray operating expenses. These facilities removed from factory sites will be located in suburban areas most centrally located to the homes of the majority of the company employees but not necessarily closer than two miles.

With more free time there will also be a larger number of employees retiring due to anticipated lowering of the 65 year age policy. Many companies will find it beneficial and profitable to have recreation sites that also serve as retirement centers when located in choice areas—desired by most employees for vacationing and by the retirees for comfortable living at low costs.

As for companies not providing their own industrial recreation programs and facilities, some unions will provide employees these recreational benefits

(Continued on P. 26)

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Telescoping

(from P. 25)

through membership. The objectives for establishing and maintaining an industrial recreation program will be understood by the sponsoring group, be it company, employee and company, mutual companies, or union and management administered.

Realizing that organized industrial recreation is one of a more recent trend of employee benefits, progress made in the past 35 years is phenomenal. Today over two billion dollars is spent annually by industry and we can expect this figure to triple by the last '70s. Most major industries have organized programs dating back to the early '30s. However, some have not progressed as actively as others, and we blame this inactivity to lack of professional guidance.

Next 26 Years

It is interesting to observe that a number of industries today not only provide recreation for their employees, but when located in small communities, extended their facilities and programs to the community. But in larger cities that provide recreation through municipal recreation departments, there has been less cooperation between the public programs and industrial programs.

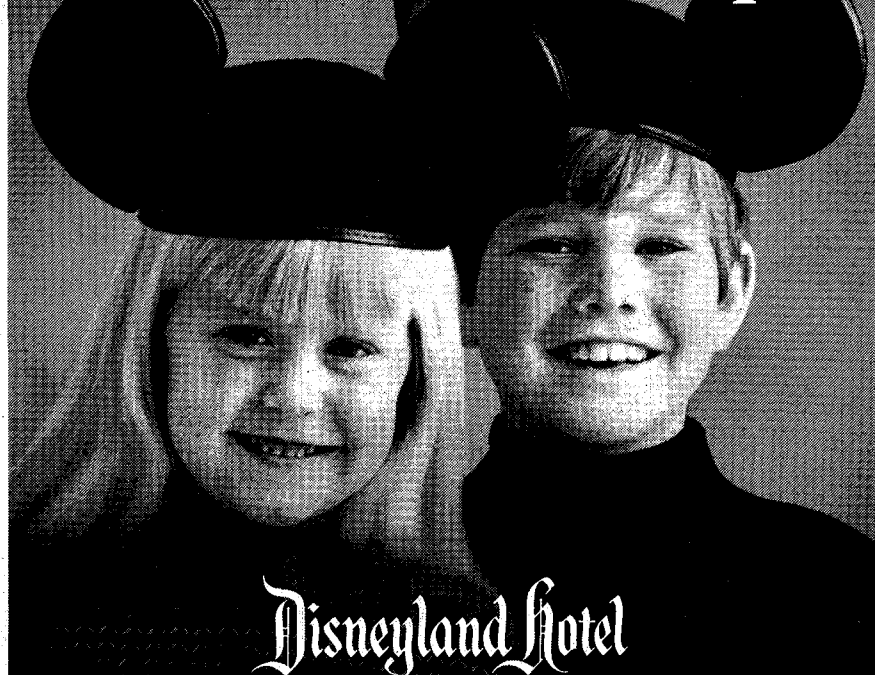
In the next 25 years great strides will be made to improve these relationships. Community recreation administrators will be cooperating with industrial firms, assisting and encouraging them to provide recreational areas. Industrial recreation facilities can help relieve the ever-present community shortage of public facilities. Governments will come to recognize the contribution that industry makes to a community by having its own sites for recreation. It is feasible to foresee tax-free consideration for such developments and other forms of government encouragement toward industries that provide space and facilities for employee recreation. In another 10 years, there will be many changes in all recreational programs be they school, church, community or industrial. We can see greater emphasis on cultural programming, intramural sports, more coed sports activities, family oriented activities, and many more events for older persons.

Industrial recreation will increase greatly in importance and concern during the next few years, but now is the time to prepare for this expected accelerated expansion.

Companies not having programs will do well to consult with NIRA about the various organizational outlines to follow and through NIRA learn of companies comparable in size that carry out successful programs.



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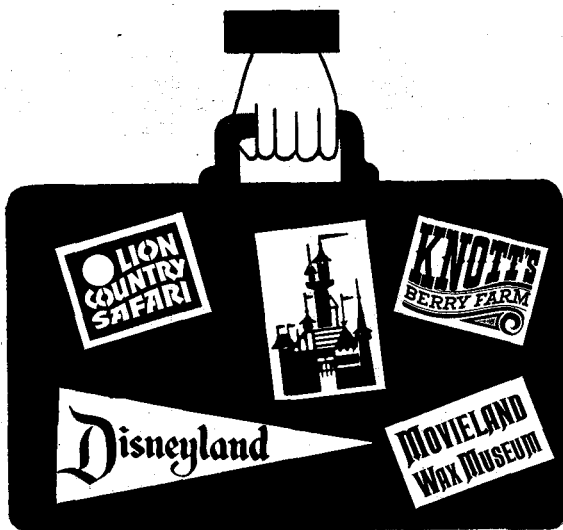
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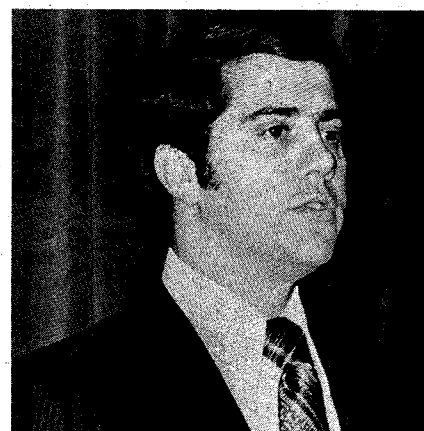
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WILL THE SEVENTIES BE BOOM OR BUST



What Do We Forsee For the '70s?

by Michael A. Fryer, NIRA Executive Director



Michael A. Fryer

Industrial recreation progressed steadily during the last decade. RECREATION MANAGEMENT expects at least as much progress during the next decade. Industrial recreation now has national recognition! It has momentum! Some of the more dynamic industrial firms have set an example with imaginative, extensive programs.

There will be problems as there were in the 60s. Some will be carried over. Some will be due to varying economic conditions and political philosophies. Some will have to do with changing national lifestyles.

The changing national lifestyle will be much influenced by the drastic increase in leisure time. The 4-day week—even more over a 3-day week—will cause rethinking and program readjusting among recreation directors.

The fact is that the change may come quite slowly. Some industries, or economic areas may be slow to adopt the new work-hour pattern. This may cause maladjustments and conflicts that will be factors in establishing the 70s as a decade of adjustment, a period for absorption of gains.

Specifically, industrial recreation programs will likely stress health and physical fitness. There will be a pre-occupation with family participation programs such as camping trips, picnics, and group travel. There will be an added interest in leisure education, a result of the changing economy.

This is all a part of the New Age of Leisure that has been predicted over the years. In addition to the shorter work

week, the long range forecast calls for more paid holidays, longer vacation, and a higher standard of living.

Satisfactory I/R programming is important. No matter how marvelous our inventions, how productive our industries, how automatic our machines, the whole process may be brought to a standstill by its failure to engage the human personality or to serve its needs.

Industrial recreation was conceived by early industrialists who saw employees as individual human beings who should be treated as such. They recognized the distinction between living and making a living. They believed industrial recreation could be one of their most valuable human relations tools. In organizing their programs, these companies formulated solid policies, established business controls and instituted modern business procedures. These companies are not beset by problems in changing conditions.

Then there is another situation. In many programs, there is still a lack of administrative control that leads to waste and inefficiency. While employee participation is on an after-hours, extra curricular basis, program administration cannot be!

Recreation must be an integral part of the companies personnel practice with established policies on program development and operation.

Management may remain in overall control of the program and will be expected to help out with the program financing to insure success. Since partial financing by participants tends to make for a truer program appreciation, the

amount of management financing depends on employee participation and support.

Recreation has long since left the fun and games stage. It requires full time, capable leadership. The recreation director of the 1970s has to be an able administrator who supervises the overall program yet allows opportunity for employee leadership and initiative. He must be able to impart company policy yet avoid company domination or paternalism.

He must be able to plan activity programs for all age groups and virtually all areas of interest. But despite the increasing complexities of the job, his ability to work with employees and his genuine interest in people and their individual welfare unquestionably remain as the most important job requirements.

Vast expanses of lawn surrounding modern plants are used only for purely aesthetic values. Cafeterias are used only for eating. Empty warehouses are sealed tight.

Much can be done to ease the deficiency of recreation facilities by utilizing existing grounds and buildings. Much more can be done in planning multi-purpose use of future office and production space.

The recreation director must be prepared to give qualified advice to industrial engineers and architects. He must be fully aware of changing trends and the recreational needs of the employees.

(Continued on p. 29)

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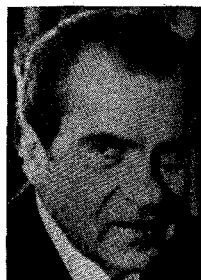
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My own experience in private and public life has taught me the value of regular physical activity, and I would hope that every worker will have the opportunity to participate in the kind of programs you promote."

RICHARD M. NIXON

Boom or Bust? (from P. 28)

Meeting rooms, exhibition halls and similar recreation facilities are already considered on the same level as locker rooms, cafeterias and other essential employee service areas. But what about golf courses, gyms, swimming pools?

Many companies, large and small, have already provided these major facilities and many others for their employees. However, few or none of these industrial parks would be in existence today if local public recreation facilities had been adequate.

But what is adequate? And what will be adequate under the strain of an exploding population with more leisure time? City and county officials are aware of the problem. But where will recreation stand among urban redevelopment,

expressways, commuter subsidy in its claim for public funds?

If for no other reason than to compete in the job market, industry, more than ever, will work with community organizations in meeting the recreational needs of its citizens.

Trends of the past have no doubt that industry in the 70s will follow the dictates of the local situation and help meet the demand by one of four methods:

Construction of recreation facilities for use of employees and their families only, whereby employees receive full benefit yet public facilities are also relieved.

Company facilities built primarily for employee use but open to outside

groups on special days or by reservation.

Joint facilities developed by a group of small companies for the use of their respective employees.

Grants to the city of land donations for subsequent development by the city for recreation facilities.

Organized recreation activity has been fostered by industry. In some communities industrial recreation is virtually non-existent.

Regardless of the local situation, industry everywhere must become a close, working partner with all local, state and national recreation agencies if the leisure demands of the 70's are to be satisfied. Industry has much to offer and much to gain from such an inter-relationship.

BOOM OR BUST

To claim increased support and expenditures from cost-conscious management, industrial recreation must find a yardstick to justify its values. Number of participants and their attitude toward the program in relation to a cost factor might be an adequate measure of the operational success of a particular program.

Even so, it tells us nothing about a more important aspect - the objectives of industrial recreation. What is its effect on absenteeism, loyalty, cooperation, production? Can an intangible be measured? Industrial recreation must be if it is to receive the support necessary in accomplishing its mission in the next decade.

The proof is in the pudding. Professional recognition cannot be forced; it comes only when deserved.

To be recognized, the recreation director must take it upon himself to inform management of his accomplishments, to make others aware of his contributions and value to business and industry. He must be prepared to carry the gospel of industrial recreation. He must sell himself and his job.

Industrial recreation directors will work together through NIRA, the only organization devoted to their specialty, to develop the standards.

Definitely, the 70s will see major advances in recreation. In fact, the provision of recreation facilities and programs by business and industry is a necessity in order to meet the challenge of the times.

KINGS CASTLE \$50,000.00 SNOWMOBILE CLASSIC

Race dates Feb. 25, 26 and 27 have been set for Kings Castle's 3rd annual \$50,000.00 Snowmobile Classic.

A highlight of this year's race is that it will be televised by the ABC Wide World of Sports program. Virtually every major snowmobile manufacturer will participate and through ABC's television viewing audience have the opportunity to show their machines to an international audience numbering in the millions.

The Kings Castle Classic with its guaranteed purse of \$50,000.00 plus contingency money is said to be the largest race of its kind in the world.

The race is a Western Snowmobile Association, (WSA) sanctioned event and will be run according to their rules with five adult male modified classes 300cc to 800cc and three Powder Puff adult female modified classes 300cc to 440cc. In addition, in this year's event two stock classes 440cc and 400cc will be added for adult males.

A special celebrity race is being organized with a \$4,000.00 purse - confirmed entries in this event include; Parnelli Jones, Al and Bob

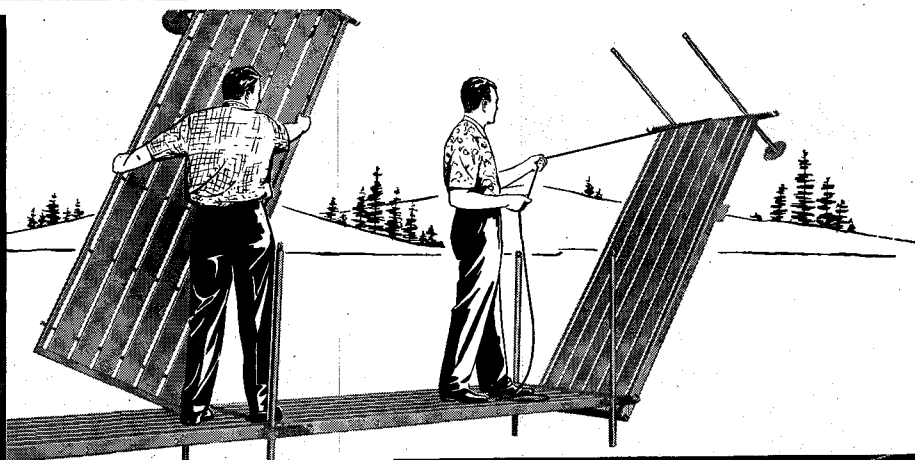
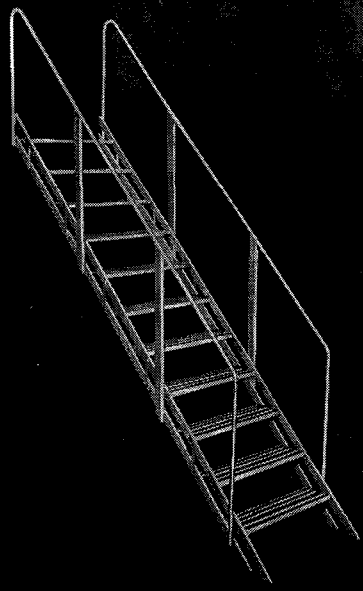
Unser, Mario Andretti, Joe Leonard, Dan Gurney, Mark Donohue and Peter Revson.

For those interested in the new sport of snowmobile racing, Kings Castle \$50,000.00 Snowmobile Classic will be the "Don't Miss" event of 1972.

BOYNE COUNTRY NEWS, a 50,000 circulation monthly publication carrying skiing and golfing news. Free to R/M readers. Write Zig Bulanda, Director of Marketing, Boyne Mountain Lodge, Boyne Falls, Mi. 49713

The Civil Aeronautics Board (CAB) has ordered an investigation into senior citizen fares to be offered by KLM on the grounds that of possible unlawful discrimination. The Board called attention to its investigation student and youth fares, "we are not unmindful of the interests of senior citizens in lower priced air transportation; however, the senior citizen fares to be offered by KLM raise questions of discrimination and lawfulness which are comparable to those raised by youth fares."

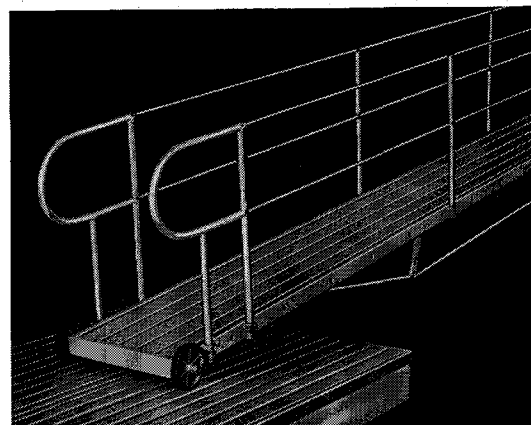
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Write for complete catalog and price information. Marina inquiries particularly invited.



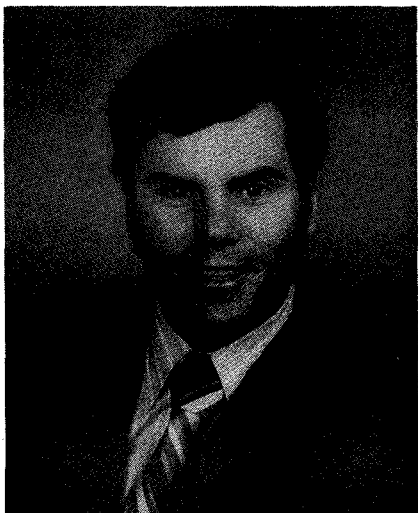
ALUMIDOCK

A DIVISION OF METALLIC LADDER MFG. CORP.

prediction:

STRESS PHYSICAL FITNESS FOR EVERYONE IN THE '70s

by W. Brent Arnold
Executive Physical
Fitness Specialist
Xerox Recreation Association



W. BRENT ARNOLD

Health and physical fitness at all age levels will be stressed in the 70s in contrast to the 60s when the chief concern was with children's health.

Studies, as well as experience, have shown that management has everything to gain in encouraging and sponsoring employee fitness programs. These studies bear out the obvious conclusion that the best employee is one who by reason of good health responds to his daily tasks with vigor, retains adequate energy to face unexpected emergencies and to enjoy leisure time pursuits.

A major problem facing continued employee good health is the threat of coronary heart disease. Presently, during any given year, 2.5 percent of all men over 40 will suffer fatal and disabling heart attacks. Studies have shown that proper exercises to be effective in preventing and controlling this major disabler of men from the ages of 40 to 65.

Among the more promising answers to the employee physical fitness problem is the "capsule" or laboratory type fitness facility. It has been described by the President's Council on Physical Fitness & Sports as "compact, relatively inexpensive and provides for a balanced workout of cardiorespiratory system and the major muscle groups." It was pioneered by the National Aeronautics and Space Administration and is recommended by the Council.

Many other novel and generally effective programs will be developed by industry and other segments of the economy interested in employee health as the 70s progress. Still popular during the 70s will be the traditional conditioning programs sponsored by physical educators and health clubs, in addition to bicycling, walking and jogging.

In general, trends of the 70s seen for industry by physical fitness specialists and recreation administrators include:

- Physical fitness for all men and women in the corporation, recreation included.
- Increased individual sports such as horseshoes, cycling, jogging, tennis, archery, less spectator sports
- Renewed emphasis on team sports—slow pitch softball, volleyball, flag football, swimming
- Increase in family activities and facilities provided for their use— bicycle paths, hiking, skiing, swimming, jogging, boating
- Time-off for exercise—incentive plan for employee with a total amount of hours of exercise
- Health questionnaires given to all employees prior to their

entry into physical fitness programs but also team and individual sports

- Stress testing on mechanical treadmill—monitor heart under stress through electrocardiogram on treadmill thereby being able to program employees physical fitness workouts
- Personalized fitness programs with follow-up evaluation Human performance laboratories
- Community interaction and involvement of corporate physical fitness specialists with local agencies such as American Heart Association, YMCA-YWCA's, city school districts, recreation departments
- Form physical fitness councils, such as the Rochester Physical Fitness Council in Rochester, N.Y.

During the 1970s industry and its management will be more aware of what physical fitness can do. The 1960s was an era of proving medically what fitness can do for the individual. Examples include decrease in blood pressure, increase in stroke volume with a corresponding decrease in resting heart rate, and increase in red blood cells and the amount of hemoglobin. Through these examples and research in human performance laboratories, industry benefits in greater efficiency of the worker. And employees benefit in improved health, greater longevity and general well being.



ECONOMICS OF THE FUTURE

by
Edwin Vennard, President
Commonwealth Management
Consultants New York



Edwin Vennard

In 1989 the living standard, as measured by the real income per capita of the average American in 1989, will be one and one-half times the income per capita today.

These figures are in constant dollars and not inflated dollars. Therefore, this is a good measure of the increase in purchasing power of the average American by 1989.

This checks closely with a report by the U. S. Chamber of Commerce which states that by the year of 2,000 family purchasing power will be 2/3rds above the present. The report further states that, "prices in the year 2,000 may be about 60 percent above the current levels, but wages tend to increase about twice as fast as prices, so buying power will rise.

Some two-thirds of the families will have incomes of \$10,000 or more.

Only three or four percent will have incomes under \$3,000, although 10 percent were under in 1950.

In 1968, the Supernumery Income was 19.6 percent of Personal Income. In 1980, it will be 30 percent.

The great movement of people from farm and small town to the city will continue at an accelerated rate. The experts visualize a large number of people from farm and small town to the city will continue at an accelerated rate. The experts visualize a large number of super-cities, each called a megalopolis.

There is a decided trend that is suburban in character. There is a tendency for the super-cities to grow at their fringes with the resultant deterioration of the downtown cities. These shifts in the pattern of the living of people are causing sub-

stantial problems in transportation and environment. There is now at hand sufficient technological knowledge to cope with these problems. We must resolve to use it. Twenty years hence, our knowledge will be four times the present knowledge.

The big congested centers need and will have high-speed, quiet transportation. The grades will be separated.

The air will be clean.

Whole downtown sections will have climate control. Home dwellers will dial the climate of their choice.

Neighborhoods will be planned for the joy of living.

Future City

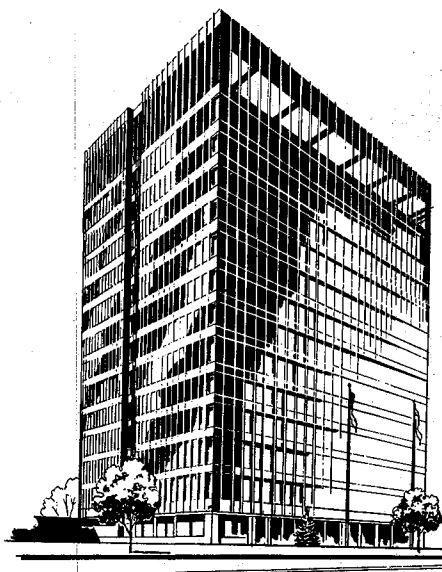
Modern offices will rise. Note such cities as Reston, Va., and Columbia, Md. Indeed, note the Disney World with the City of the Future being built near Orlando, Fla.

In 1989 we will have moved far towards the cycling of all of our wastes, with the purification and recycling of our water and the desalinization of sea water.

The entertainment center in the home will be the feature with television possibly the size of a whole wall, the actors almost life-size. It may be three-dimensional.

As to the appliances to make the home chores more pleasant, the limit is bound only by one's imagination. Picture, if you will, the fact that 15 new appliances are developed every 10 years. Man's ingenuity will not end. Try to picture

(Continued on P. 36)





nira news

TRW RETIREES

TRW Equipment's Danville, Pa., plant is one of a small number of industrial firms whose club of retired employees conducts an employment service.

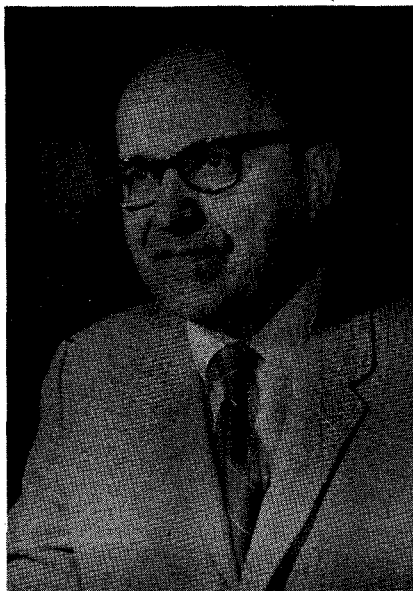
The TRW Retirees Association, numbering nearly 50, was organized less than two years ago. It provides its members with three services: members are kept informed on benefit changes, provides additional outlets for new interests and opportunities for social functions, and conducts a placement service for members interested in part time or full time employment after retirement. The club tries to place members in jobs requiring the same kind of employment they had before retirement.

The employment service resulted from a chance remark on the specialized skills that were going unused by retired TRW employees still in good physical health and loath to remain idle. A brochure has been prepared listing available club member skills. It is mailed to prospective employees. Ed De Green, A TRW staff member, serves as executive of the organization and acts as consultant.

YOUTH DAY

High school seniors and juniors from the Genesee Valley, New York state, interested in recreation and parks careers attended the **Sixth Annual Recreation Career Day** on October 8. The event, sponsored by the **Genesee Valley Recreation and Parks Society**, was held at the **Xerox Square Auditorium**, Rochester, N.Y.

In addition to a visual presentation outlining careers in recreation, presentations were made by **Howie Meath**, a recreation career educator and youth summer camp operator; **Bill De Carlo**, manager of employee recreation services for Xerox; and **John Coons**, president of the Genesee Valley Recreation and Park Society, which represents an eight county area.



Andy Thon

FLICK-REEDY TOUR

Thirty-seven members of the Milwaukee Industrial Recreation Council took a bus trip organized by Andy Thon, Executive Secretary, on October 11 to Bensonville, (Ill.) to visit the this year's Helms Award Winner, Flick-Reedy Corporation. After a delicious buffet, the group heard a presentation from Flick-Reedy's Vice President, Art Conrad and Flick-Reedy's Manager of Employee and Community Relations, Bill O'May. Following the presentation, they were taken on a tour of the company's recreation facilities and manufacturing facilities.

Alan R. Hornish, Recreational Program Coordinator for S. C. Johnson and Sons of Racine among others, was heard to say, "I've known about Flick-Reedy's program for some time, but having seen their facilities, I am even more impressed on what they have done in the field of employee recreation". Another member said, "This is our first extensive field trip and it was worth traveling 90 miles to see these facilities."

RECREATION CLUB GETS NEW HOME

The **Goodyear Hunting and Fishing Club**, largest club of its kind in the world, will have a new home by next spring.

Ground has been broken for a new clubhouse overlooking Wingfoot Lake.

Doing the initial shovel work were Richard A. Jay, Goodyear executive vice president, and Bill Watts, Plant 1 experimental job shop, the club's president.

"This has been our dream for a long time," Watts said. "The clubhouse will have a kitchen, lounge and dining facilities for 100 persons. There will be a fireplace on each floor, plus recreational areas inside the building."

Situated on a 48-acre plot, the new club area will have one skeet shooting range and three trap shooting ranges. Picnic tables and cooking grills will be spaced through the grounds.

Watts says there will be parking for 150 cars after completion of the \$75,000 building this spring.

"We have nearly 4,000 members and need the room," he said.

Designed to be 32 feet wide and 72 feet long, the clubhouse will be built almost exclusively by club members.

"This is like an old-fashioned barn raising," Watts said. "Our members will combine their various skills to get the job done."

Goodyear architect Ken Lockwood assisted in designing the building.

The Goodyear Hunting and Fishing Club is more than a group of outdoor enthusiasts. It has been active in conservation and ecological work for years. Since 1950, the club has done nearly \$300,000 worth of work in this field, according to Watts.

"We trap and relocate wildlife, and stock fish," Watts said, "and all of our work is done within a 50-mile radius of Goodyear. We hope the new clubhouse will be an incentive for people to join us. We're the biggest in the world, but we still want more members."

Organized in 1933, the club is open to anyone.

"Dues are only \$1 per person a year," Watts said. "Our other means of income are fees from license sales and our annual sportsman's show."

New Fares

The Civil Aeronautics Board has approved Continental Airlines new promotional fares between the Mainland and Hawaii effective immediately.

Continental says it can offer the best buy in group movements to the Islands. Here are advantages claimed by Continental:

1. Minimum group size of 40;
2. No minimum land arrangement costs required;
3. No minimum maximum length of stay required;
4. Available year-round including Holidays;
5. No daily travel restrictions;
6. One tour conductor in 40 and one for 15 in Texas and Louisiana;
7. Available in one-way fares; and
8. Common fare applies allowing economical travel to and between neighbor Islands.

news in brief

President's Council to Revise Publications

The President's Council on Physical Fitness and Sports (PCPFS) is planning on revising and reprinting its two major publications. The books are **Youth Physical Fitness—Suggested Elements of a School-Centered Program** (the Blue Book), published in 1961; and **Adult Physical Fitness**, published in 1963. According to the PCPFS Newsletter, the revision will reflect recent improvements in teaching techniques and conditioning methods.

The President's Council is sponsoring a Symposium on **Exercise and the Heart** at the University of South Carolina, at Columbia, on January 20, 1972; and a similar Symposium at the University of Nebraska, Lincoln, on May 3.

Other Symposia were recently completed at **Oregon City, Ore., Lancaster, Pa., and Fort Worth, Texas.** The Symposia have been developed to serve as a practical guide for physicians.

ACA to Study Extended School Year

The American Camping Association is facing up to what may prove to be a serious future economic problem—extended school years.

In its September/October, 1971, issue, **CAMPING MAGAZINE**, official publication of ACA, presents an extensive study of the many facets of the problem, buttressed with a compilation of facts, plans and ideas.

A basic conclusion of the study is that camp owners and directors must prepare to cooperate with the movement rather than oppose an inevitable trend.

According to Ernest F. Schmidt, ACA executive director, after a digest and

analysis of the study, ACA is expected to come up with a national position paper on its position to an extended school year.

Austrian Physical Fitness

Members of the **Austrian Army** are in better physical condition than **U.S. Air Force** personnel, regardless of age or stage of training. In fact, Austrian Army recruits, who have yet to undergo physical training, easily out-perform U.S. airmen who have completed basic training and been assigned to permanent duty.

These are the depressing conclusions of a recent study to evaluate the physical fitness levels of younger men (18 to 29 years of age) in the Austrian Army and the U.S. Air Force. The study was reported in the February 8 issue of **The Journal of the American Medical Association** and was conducted by **Lt. Col. Kenneth H. Cooper, M.D., USAF**, and by **Capt. Authur Zechner** of the Austrian Army.

The instrument used to evaluate the two groups of men was a 12-minute run on a standard running track or a straight section of road. Of the 1,442 incoming Air Force recruits tested, 34.1 percent ran 1.50 miles or more, and 3.8 completed 1.75 miles or more.

When the same test was given to 1,157 incoming Austrian recruits, 44.6 percent ran 1.50 miles or more, and 30.7 percent completed 1.75 miles or more. The test also was given to 1,370 Air Force men who had completed basic training; 52.8 percent ran 1.50 miles or more, and 6.3 ran 1.75 miles or more.

The endurance performance of the Austrians was superior to that of the Americans, even though their average weight was higher and a comparable number of them smoke cigarettes.

Results were equally discouraging when the test was given to larger groups of permanently-assigned personnel. Of 384 airmen aged 28

and 29 years, not a single one ran 1.75 miles in 12 minutes. Among the Austrians, 24.7 percent of the 29-year-olds ran 1.75 miles or more.

The Automobile—Today's Escape Mechanism

Once regarded as a status symbol, the automobile has become an escape mechanism for the majority of today's vacationers.

"The auto is the vehicle by which 85 percent of all vacationers and leisure-seekers will make their big get-away-from-it-all this year," Robert C. Olney, marketing director of the National 3M Company, told a session of the Discover America Travel Organization's 3rd annual U.S. Travel Conference recently. A priority during the conference was development of a national travel data center.

Olney, whose organization has recently completed a national survey of the travel market, said Americans are now mostly insisting on the flexibility, the freedom from schedules and timetables, that the automobile represents.

Olney revealed that 17 percent of those interviewed did not know all the states they would visit before they left home. And 52 percent were ignorant of what cities they would visit during.

Seventy percent do not make room reservations within 24 hours of their stops, even though the average vacationer was away for a full 12.3 days and traveled a record 2,387 miles.

While these statistics show that traveling more and doing less travel planning, Olney said they still want assistance. Approximately 71 percent of the auto vacationing families visited a state information center, but an even greater percentage listed both maps and directories, and friends and relatives as being important to their vacationing plans.

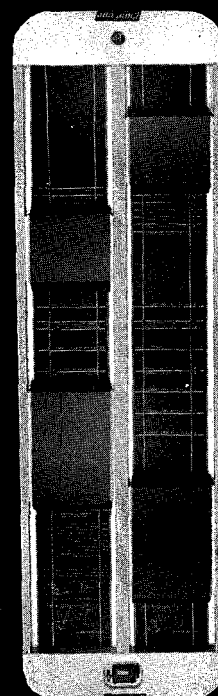
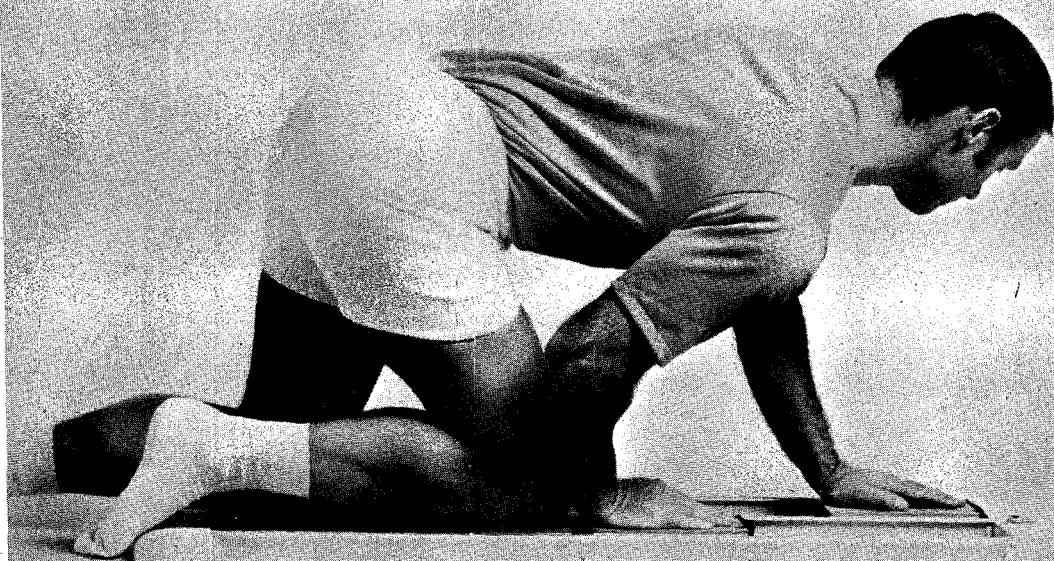
Half of the vacationers said that they need, and would want in the future, more information about places to visit and things to do.

Value of Recreation

The International Recreation Association Bulletin carries the following quote from philosopher and educator John Dewey: "Education has no more serious responsibility than making adequate provision for enjoyment of recreation leisure, not only for the sake of the immediate health, but still more if possible for the sake of its lasting effect upon the habits of the mind."

EXER-COR

A UNIQUE EXERCISE PROGRAM
AIMED AT ACHIEVING
OVERALL FITNESS AND HEALTH



What is physical fitness, and how do we know if we are truly fit? Doctor Kenneth Cooper, in his book 'Aerobics', tells us you are truly fit if your body can deliver oxygen as needed. At times of emotional or physical stress you must meet your body's suddenly increased demand for oxygen, or risk overtaxing your heart and lungs.

We are always hearing of friends or neighbors who appeared to be healthy, strong and active, yet died of a heart attack. These people may have been active in sports like bowling, golf, hunting or skiing, but did not have the heart and lung capacity to handle the additional load re-

quired during periods of severe emotional or physical stress.

With just 10 minutes a day on Exer-Cor you can receive all the benefits of jogging and still maintain a 30% safety margin. Research by Dr. Kasch at San Diego State College compared jogging with Exer-Cor, and found that jogging could tax 100% of the heart's capacity and thus cause damage. Exer-Cor taxes no more than 60%-80%, thereby giving you a comfortable safety margin.

With results such as these, and with this very important safety margin, no exercise program should be without Exer-Cor.

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Economics

(from page 32)

30 new things for the home that people haven't even thought of today. Some of the fairly new ones in the home now are the dryer, television, dishwasher, and the freezer. What will the new ones be like? In the laboratories are smokeless incinerators, robot sweepers, cleaning of clothes and dishes by high-frequency sound waves, disposable dishes, and even the totally enclosed miniature kitchen attractive as a piece of mahogany furniture that can be rolled into the living room where the meals can be served at the amusement center.

Each home will have its computer, with immediate access to all sorts of knowledge and communication.

The share of consumer income which is not needed for essentials and is available for optional spending.

Life in 1989

With the higher incomes in 1989 people will have more and more time that they can spend on leisure and recreation. Studies also show that the work week is getting shorter and shorter. In 1850 there were 70 hours in the average work week. In 1900 it had dropped to 60 hours. In 1960 it was 38 hours, and in 1970 the average work week has 37 hours.

Furthermore, Americans are winning the fight against disease. All of the major causes of death are on the decline except heart disease and cancer. People will be living longer.

Life in 1989 will be more enjoyable as we further develop our recreation and leisure facilities.

nira news

(Continued from P. 33)

Expect Record Crowd At KIRCHER CUP SKI RACE

Boyne Mountain will again be the site of the professional International Ski Racers Association series, February 19-20, in dual slalom and dual giant slalom events on Hemlock, considered by many mid-America's most challenging expert ski run, Bob Beattie, executive director ISRA, has announced. (Boyne Mountain, NIRA member, is located in the Upper Michigan Peninsula near Mackinac.)

The event will be televised nationally as it was on ABC's "Wide World of Sports" program last year.

Some 80 established international stars representing U.S.A., Norway,

Canada, Austria, Japan, France, Sweden, Switzerland and Italy will vie for the second annual Kircher Cup, named for Everett Kircher, founder and operator of Boyne Country, and a sizeable cash purse.

Othmar Schneider, Boyne Country's ski school director and former Olympic Gold Medalist, will set identical dual slalom courses for side-by-side battles between such skiing greats as Spider Sabich, Hugo Nindl, Hias Leitner, Billie Kidd, Egon Zimmerman, Adrian Duvillard, Guy Perrilat, Michel Arpin, Ron Hebron and Terje Overland, to name a few.

First Race in 1959

Boyne is no stranger to international professional and amateur racing and has tested mettle of many of the world's skiing greats during the first professional race series held anywhere on a formal basis in 1959. Five such series have been held since.

Last year, over 4,000 people poured into the Boyne Mountain resort center during the two-day event which saw Hias Leitner, Kitzbuhel, Austria, win first place in the slalom and Hugo Nindl, Hunter Mountain, N.Y., take first in giant slalom events to capture the coveted Kircher Cup award and part of the \$15,000 purse.

"We are on the pro circuit permanently and also in the Can-Am Amateur series," said Kircher. "We are also working towards bringing a world cup slalom event here in the near future."

Largest Crowd...

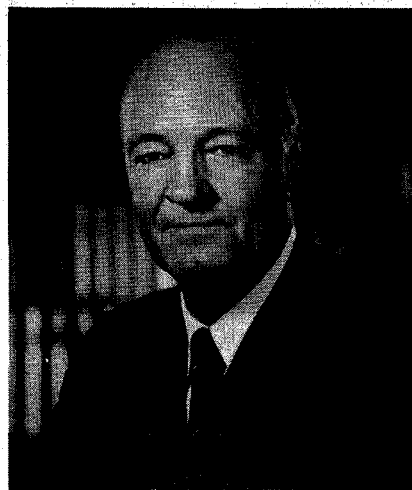
ISRA officials reported that the 1971 event was the largest crowd that had attended a race on the circuit.

In an added attraction during the event, Boyne's Schneider and famed skier Stein Eriksen competed over the course in a head-to-head slalom challenge. Eriksen won when Schneider fell.

The course was termed difficult by some of the competing skiers, but was generally guarded to be excellent.

Importantly, Hemlock is serviced by one of the world's most complete snow making systems which insure snow conditions for the Kircher Cup event.

Record crowds are expected to view the classic both at the area and on television.



Howell M. Estes, Jr.

Named Executive Vice-President

Howell M. Estes, Jr., executive vice president of World Airways, has been named president of the air line and its subsidiary companies, Worldamerica Investors Corp. and World Air Center.

Edward J. Daly, chairman of the Board, will continue as chairman and chief executive officer of World and its subsidiaries.

Gen. Estes, retired commanding general of the Military Airlift Command, joined World in Sept., 1969, after a distinguished 33 year Air Force career. From his initial assignment as senior vice president - Planning and Development, and member of the Board of Directors, he was elevated to executive vice president. In his new role he will be responsible for day-to-day operations of World and its subsidiaries.

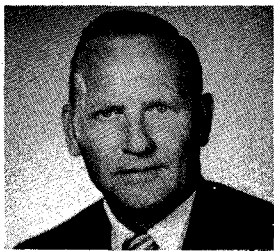
MATZA

Director of Sales

The appointment of Ike Matza as director of sales, North America for Hawaiian Holidays, Inc., Worldways Travel Corp., NIRA associate members and its affiliated companies, has been announced by Norman Sosner, company president. The affiliates include South American Holidays, Inc., California Holidays, Inc. and Worldways Travel Corp.

Matza entered the travel industry in 1961 as the first American employee to be hired by Finnair. In 1967 he was appointed tour manager for their North American division, which post he held at the time of leaving. Before joining the airline, Matza taught English in Finland and, prior to that, was connected with a New York City advertising agency.

SEE YOU
at Oakland
June 14-15 '72



ROLL CALL OF CHAMPIONS 1971 TOURNAMENT WINNERS

NIRA National Tournaments
Director; V.P. NIRA; and
Recreation Director, McLean
Trucking Co.

PERFECT SCORE HIGH MARK OF RIFLE-PISTOL MATCHES

H. G. Edwards, Huntsville, Ala., N.A.S.A., MSFC Branch, won the individual .22 caliber pistol match for the third time in a row in the 1971 NIRA-NRA Rifle and Pistol matches. Not only that, he scored a perfect 200 round. Edwards won the shoot in 1969 for the first time with a 198. The following year he repeated his win with a 199 score.

Verl L. Stamm, Anderson Ind., Guide Lamp Div., GMC, and Donald B. Brinton, Branford, Ct, Winchester-Western, Olin Mathieson, both scored 199 out of 200 in the individual .22 caliber rifle match.

These are examples of the stiff competition the annual matches have, according to Edward N. Bruno, 3M and NIRA chairman for the competitions.

Attractive silver bowls were presented to winners in the matches which took place on both a national and regional basis. Team and individual competition occurred at all levels.

Listed below are winners in individual and team classifications on a national and regional basis. National winners are listed first:

National .22 Rifle Results

INDIVIDUAL WINNERS—231 Entered

1. Verl L. Stamm, Anderson, IN - Guide Lamp Div., GMC 199
2. Donald B. Brinton, Branford, CT - Winchester-Western, Olin Mathieson 199
3. Norman J. Dauerer, Hopewell Junction, NY - IBM Corp., Poughkeepsie 198
4. Peter B. Church, Dearborn, MI - Ford Motor Co. 196

TEAM WINNERS—36 Entered

1. Ford Motor Co., Dearborn, MI 779
2. Goodyear Tire & Rubber Co., Akron, OH 775
3. Grumman Aerospace Corp., Team No. 1, Bethpage, NY 761
4. IBM Corp., Poughkeepsie, NY 758

National .22 Pistol Results

INDIVIDUAL WINNERS—339 Entered

1. H. G. Edwards, Huntsville, AL - N.A.S.A., MSFC Branch 200
2. R. H. Sobolik, Woodland Hills, CA - Litton Industries, Inc. 196

3. Robert B. Frazier, South St. Paul, MN Northwest Airlines, Inc. 193
4. Michael Cappon, Rochester, NY - Xerox Corp. 191

TEAM WINNERS—56 Entered

1. Grumman Aerospace Corp., Team No. 1, Bethpage, NY 752
2. West Point Pepperell, Inc. Team No. 1, West Point, GA 722
3. Litton Industries, Team No. 1, Van Nuys, CA 720
4. WABCO, Pistol Club, Peoria, IL 718

National 10 Meter

Precision Air Rifle Results

INDIVIDUAL WINNERS—55 Entered

1. Walter C. Koch, Milpitas, CA Lockheed Missiles & Space Co. 181
2. Donald B. Brinton, Branford, CT. Winchester-Western 181
3. Robert I. Ward, White Bear Lake, MN 3M Co. 175
4. Albert A. Burns, Franklin Square, NY Grumman Aerospace Corp. 172

TEAM WINNERS—9 Entered

1. Lockheed Missiles & Space Co., Team No. 1, Sunnyvale, CA 664
2. Sandia Corp., Team No. 1, Albuquerque, NM 659
3. Grumman Aerospace Corp., Bethpage, NY 656
4. 3M Co., St. Paul, MN 651

National 10 Meter

Precision Air Pistol Results

INDIVIDUAL WINNERS—47 Entered

1. Eugene Sanislo, Trumbull, CT Winchester-Western 192
2. Franklyn V. Shea, Santa Clara, CA Lockheed Missiles & Space Co. 187
3. David E. Bennett, III, Albuquerque, NM Sandia Corp. 187
4. R. W. Vivian, Albuquerque, NY Sandia Corp. 183

TEAM WINNERS—9 Entered

1. Sandia Corp., Team No. 1, Albuquerque, NM 731
2. Lockheed Missiles & Space Co., Poseidon Team, Sunnyvale, CA 725
3. Winchester-Western, New Haven, CT 707
4. Lockheed Missiles & Space Co., Team No. 1, Sunnyvale, CA 695

Regional

.22 Caliber Rifle Results

INDIVIDUAL WINNERS

- Region 1. James T. Brady, Wilton, CT IBM Corp. 191
- Region 2. Raymond Nuss, Doylestown, O - Goodyear Tire & Rubber Co. 190
- Region 3. T. Y. Wu, Ann Arbor, MI. Ford Motor Co. 192
- Anderson, IN - Guide Lamp Div., GMC 192

- Region 4. J. R. Gest, Brevard, NC - Olin Mathieson Chemical Corp. 188
- Region 5. Henry Wolfman, St. Paul, MN 3M Co. 190
- Region 6. David Overmier, Albuquerque, NM Sandia Corp. 190
- Region 7. Kerry D. Hansen, Bremerton, WA Puget Sound Naval Shipyard 192
- Fred Frimberger, Vancouver, WA Eli Lilly Co. 192

TEAM WINNERS

- Region 1. Winchester Western, New Haven, CT 740
- Region 2. Frigidaire Div., GMC, Dayton, O 735
- Region 3. Guide Lamp Div., GMC, Anderson, IN 754
- Region 4. Olin Mathieson Chemical Corp., Pisgah Forest, NC 754
- Region 5. 3M Co., Team No. 1, St. Paul, M 755
- Region 6. Sandia Corp., Albuquerque, N 741
- Region 7. Puget Sound Naval Shipyard, Bremerton, W 745

Regional

.22 Caliber Pistol Results

REGIONAL INDIVIDUAL WINNERS .22 Caliber Pistol Matches

- Region 1. Ralph W. Altonen, Wappingers Falls, NY - IBM Corp. 183
- Harvey L. Kidder, Rush, NY - Eastman Kodak Co. 179
- Region 2. Richard J. Moff, Dayton, OH - National Cash Register Co. 177
- Region 3. Arthur Zinkel, Glenwood, IL - R.R. Donnelley & Sons Co. 183
- Region 4. William P. Davis, Rome, GA - West Point Pepperell, Inc. 183
- Region 5. Walden Steinbach, Sheboygan, WI - Kohler Co. 182
- Region 6. Gregory Pederzani, University City, MO - McDonnell-Douglas Corp. 180
- Region 7. Michael J. Kelly, Seattle, WA - The Boeing Co. 183

REGIONAL TEAM WINNERS—.22 Caliber Pistol

- Region 1. IBM Corp., Team No. 1, Poughkeepsie, NY 700
- Region 2. National Cash Register Co., Team No. 1, Dayton, OH 687
- Region 3. R. R. Donnelley & Sons Co., Lakeside Press Team No. 1, Chicago, IL 686
- Region 4. West Point Pepperell, Inc. Team No. 2, West Point, GA 132
- Region 5. Northwest Airlines, Inc., St. Paul, MN 700
- Region 6. Sandia Corp., Team No. 1, Albuquerque, NM 707
- Region 7. Lockheed Missiles & Space Co., Poseidon Team, Sunnyvale, CA 708

Regional 10 Meter

Precision Air Rifle Results

INDIVIDUAL AIR RIFLE WINNERS

- Region 1. Hank Womble, South Ozone Park, NY, Grumman Aerospace Corp. 171
- Region 3. Donald R. Welter, Anderson, IN - Guide Lamp Div., GMC 158
- Region 5. Henry Wolfman, St. Paul, MN - 3M Co. 169

(Continued on p. 38)

(Roll Call Continued)

Region 6. Kenyon E. Nowotny, Albuquerque,
NM - Sandia Corp. 166
Region 7. Alan Montgomery, Santa Clara,
CA - Lockheed Missiles & Space Co. 171

TEAM AIR RIFLE WINNERS

Region 1. Grumman Aerospace Corp., Beth-
page, NY 656
Region 5. 3M Co., St. Paul, MN 651
Region 6. Sandia Corp., Albuquerque, NM 659
Region 7. Lockheed Missiles & Space Co.,
Team No. 2, Sunnyvale, CA 534

**Regional 10 Meter
Precision Air Pistol Results**

INDIVIDUAL WINNERS

Region 1. A. L. Hill, Cheshire, C - Winchester-
Western 177
Region 2. Richard C. Gaskill, Cuyahoga
Falls, O - Goodyear Tire & Rubber Co. 161
Region 6. William A. Stephenson,
Albuquerque, NM - Sandia Corp. 183
Region 7. Francis L. Merz, Santa Clara, CA
Lockheed Missiles & Space Co. 177

TEAM WINNERS

Region 1. Winchester-Western, New Haven,
CT 707
Region 2. Goodyear Tire & Rubber Co.,
Akron, O 612
Region 7. Lockheed Missiles & Space Co.,
Poseidon Team, Sunnyvale, CA 725

**REMINGTON ARMS,
FREEMAN WIN 22nd
NIRA TRAPSHOOT**

Remington Arms recreation team won the 22nd Annual NIRA-Armco National Industrial Trapshoot. A near record total of 164 teams took part in the meet held last Sept. 12 at the Middleton Sportsmen's Club, Middleton, Ohio.

Remington Arms Co. Bridgeport, Conn., won the team championship, 238 x 250. Bendix Corp., Kansas City, took second; Olin Works, No. 1, East Alton, Ill., placed third; and GMC Truck and Coach, Pontiac, Mich., won the shoot-off for fourth from Delco Moraine GMC, No. 2, Dayton. Last year's winner, Delco Moraine, won in 1970 with a 241 score. Three of last year's winning No. 3 team were members of this year's fifth place team.

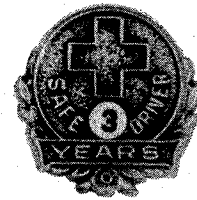
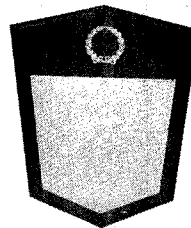
Gerald Freeman, representing N.C.R., Dayton, was High Gun. To win, he outshot five other 50 Straight shooters, including last year's High Gun, Ken Colon, Inland Mfg., Dayton, who placed fourth in 1971. Freeman's winning total was 99 x 100.

Del Schindler, Delco Products, Dayton, took second; G. Mohoi, Local 1010, E. Chicago, Ind., placed third.

Participant attendance was second high to 1970, 164 teams taking part as compared to 168 the previous year. Ninety companies were represented in the shoot from 10 states.

RECOGNITION AWARDS

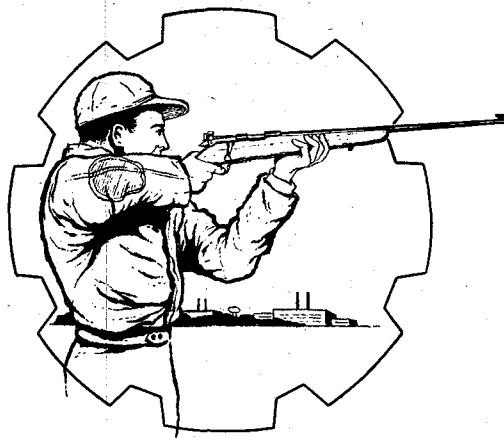
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Company Name

1971 Golf Tourney Sets Play Record

Participation in the 1971 National Industrial Recreation Association increased by 51 percent. In large part, credit for the increased interest was attributed to a new plan of tournament play developed by Tournament Director Miles Carter. Under this new plan, regional tournaments were held and the winners met for the team and medalist championships in a national tournament on Sept. 24-25, at the Wedge Wood Golf Club course, Bethania, Ohio.

Carter, recreation director for the McLean Trucking Company, said that 506 enteries took part in the tournament play. He and NIRA Executive Director Michael Fryer have begun planning for next year's tournament on the same regional and national basis, Carter has announced.

Winners by region were:

Regions 1, 2 and 8, at Geneva, Ohio

DIVISION A

1. TRW, Cleveland
2. Wright-Patterson Airforce, No. 1 Team, Dayton
3. Diamond Shamrock, No. 1 Team, Painesville, Ohio

DIVISION B

1. Champion Paper, No. 2 Team, Hamilton, Ohio
2. Grimes Mfg. Co., Urbana, Ohio
3. Kaiser Aluminum, Newark, Ohio

Regions 3 and 5 held at Lake Geneva, Wis.

DIVISION A

1. Ford Motor Co., No. 1 Team, Dearborn, Mich.
2. Eli Lilly & Co., Indianapolis
3. General Motors Corp., Delco Electronics Div., Milwaukee

DIVISION B

1. Motorola, Inc., No. 1 team, Franklin Park, Ill.
2. AMTCO Metal, Inc., Milwaukee
Sunbeam Corporation, Chicago, took AMTCO's place in the National Tournament
3. Motorola, Inc., No. 2 team, Franklin Park

Region 4

DIVISION A

1. Monsanto Co., Pensacola, Fl.
2. Fiber Industry, Salisbury, N. C.
3. Tennessee Eastman Kodak Co., Kingsport, Tenn.

DIVISION B

1. Fiber Industries, Salisbury, N. C.
2. Lockheed-Georgia, Marietta, Ga.
3. Fiber Industry, Salisbury

Region 7

DIVISION A

1. Lockheed, Sunnyvale, Calif.
2. Pacific Telephone, San Diego
3. Solar, San Diego

DIVISION B

1. Jet Propulsion Laboratory, Pasadena, Calif.
2. Salt River Project, No. 2 team, Phoenix
3. Salt River Project, No. 3 team, Phoenix

Final standings of the 36 holes of championship play at the National Tournament, Bethania, N.C.:

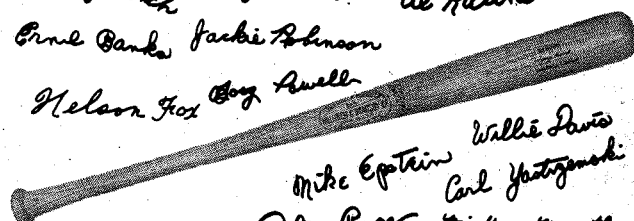
(Continued on p...)

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GOLF

DIVISION A	FIRST ROUND	SECOND ROUND	TOTAL
1) Ford Motor Co.	310	301	611
2) TRW, Inc.	323	305	628
3) Eli Lilly & Co.	328	316	644
4) Wright Patterson Airforce Base	330	314	644
5) Diamond Shamrock	337	310	647
6) Monsanto Co.	342	320	622
7) Fiber Industries	348	325	673
8) Delco Electronics Div., General Motors	348	331	679
9) Tennessee Eastman Kodak	358	344	702

DIVISION B	FIRST ROUND	SECOND ROUND	TOTAL
1) Grimes Manufacturing Co., Urbana, Ohio	338	311	649
2) Kaiser Aluminum, Newark, Ohio	351	323	674
3) Champion Paper Co., Hamilton	353	328	681
4) Motorola, Inc., No. 1 team, Franklin Park, Ill.	368	318	686
5) Lockheed-Georgia Co., Marietta, Ga.	359	341	690
6) Fiber Industry, No. 1 team, Salisbury	360	336	696
7) Fiber Industry, Salisbury, No. 2 team	363	342	705
8) Motorola Inc., No. 2 team, Franklin Park,	364	347	711
9) Sunbeam Corp., Chicago	355	357	712

National Tournament

TRW, Inc., Cleveland was upset in the National Tournament by Ford Motor Co. in the A DIVISION. TRW, defending National champion, which had previously won three consecutive national titles, six times in the past 10 years, finished second. Ford Motor Company led TRW by 13 strokes at the end of the first round and finished championship play 17 strokes ahead of the TRW. Two of the Ford four team members finished 1-2 in the medalist play in leading their team to the national title.

In the A DIVISION, the final order of finishers was identical to that at the end of the first day round. However, in the B DIVISION, Motorola, No. 1 team—in last place at the end of the first day—moved up to fourth place in the final B division standings.

In the B DIVISION, Grimes Manufacturing, took national honors by defeating former national title holder Champion Paper Co., which finished third behind Kaiser Aluminum. Grimes took 32 fewer strokes than Champion Paper Company and 25 strokes less than Kaiser Aluminum.

A DIVISION MEDALIST:

1) Bob Armstrong, Ford Motor Co.	75	73	148
2) Dick Erb, Ford Motor Co.	75	75	150
3) Joe Golob, TRW, Inc.	77	74	151
4) Robert Schneider, Wright-Patterson Airforce Base, Dayton	78	75	153

B DIVISION MEDALIST:

1) Bob Torlina, Grimes Mfg. Co.	84	71	155
2) Squire Caldwell, Grimes Mfg. Co.	83	76	159
3) Frank Janks, Kaiser Aluminum	84	77	161
4) Les Carter, Lockheed-Georgia Co.	87	75	162

LERC Bridge Team Wins NIRA National

Lockheed Aircraft Recreation Club of Burbank, Calif., won the NIRA National Bridge Tournament for 1971. More than 1,000 players were entered in the tournament. The winning team, composed of Irwin Kostal and R. N. Dallas, won with a 72 percentage, slightly higher than that of the second place winner from State Farm of Bloomington, Ill.

The winning team wins the NIRA National Champion Award, a 10-day trip to the ACBL National Bridge Tournament of their choice (winter, summer or fall). The State Farm team, the runners up, receive a four-day trip to the 1972 ACBL Regional Bridge Tournament of their choice.

The League of Federal Recreation Associations, Washington, D. C., and the McDonnell-Douglas Aircraft Corp. representatives from St. Louis tied for third, and shared the third and fourth place awards of U.S. Savings Bonds.

Region 1—Donald and Arlene Bencin, Xerox Corporation.

Region 2—Ekel - Lippsett, League of Federal Recreation Assn.

Region 3—Matheny - Furst, State Farm Insurance Co.

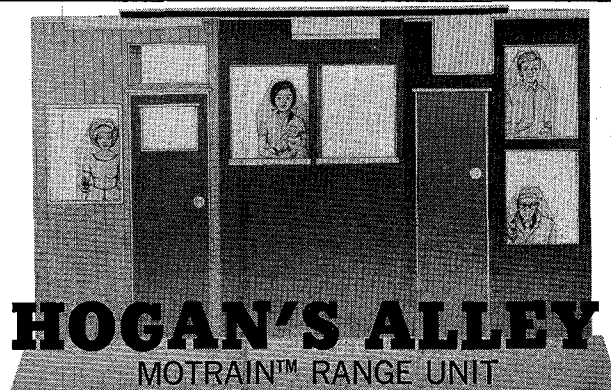
Region 4—Farrell - Tontray, Tennessee Eastman Kodak.

Region 5—Brian and Jean Krossley, Control Data Corp.

Region 6—Williams-O'Brien, McDonnell-Douglas

Region 7—Kostal - Dallas, Lockheed Aircraft

Region 8—White - Bailancourt, GM of Canada



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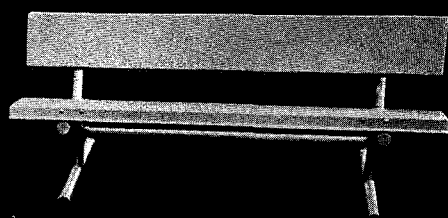
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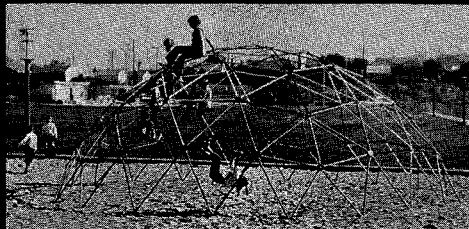
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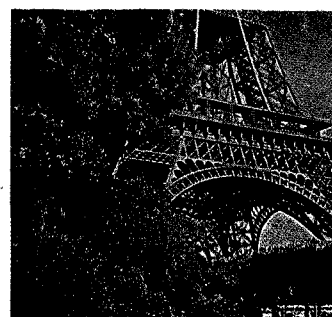
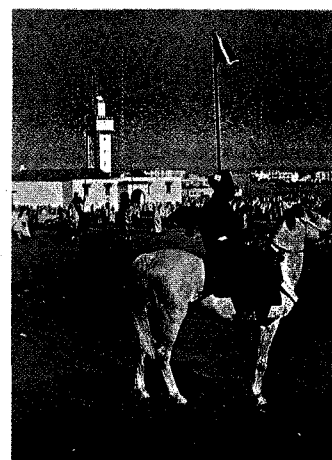
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Company:

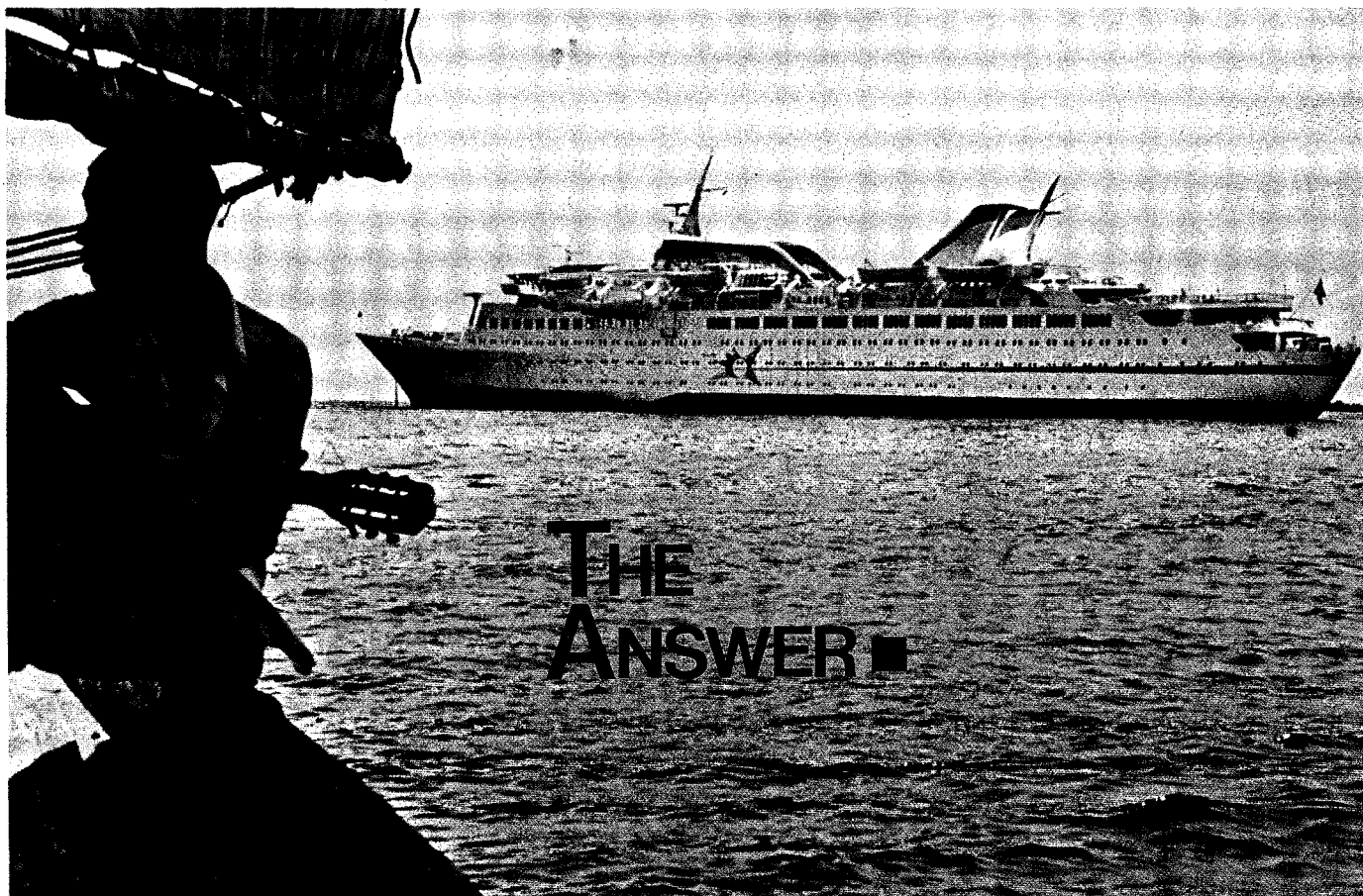
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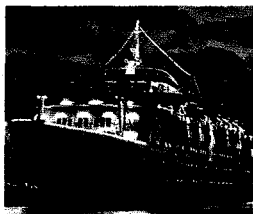
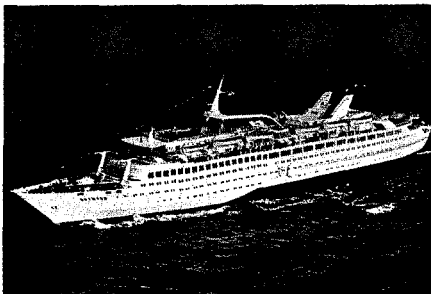
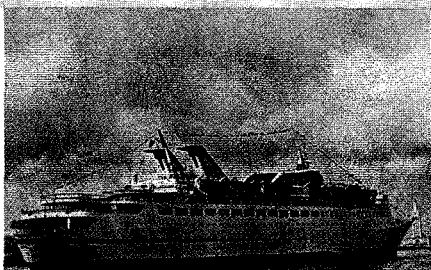
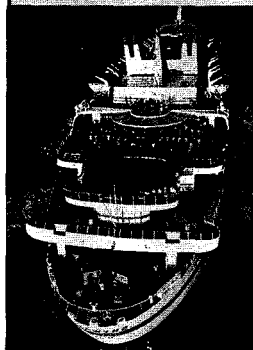
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M/S SUNWARD 3 and 4-day cruises every Friday and Monday year 'round from Miami. All-Inclusive package plus air fare from \$187.50 per person*	6
M/S STARWARD 7-day cruises every Saturday year 'round from Miami. All-Inclusive package plus air fare from \$378.25 per person*	8
M/S SKYWARD 7-day cruises every Saturday year 'round from Miami. All-Inclusive package plus air fare from \$377.25 per person*	10
M/S SOUTHWARD 14-day cruises every other Saturday from Miami. All-Inclusive package plus air fare from \$756.20 per person*	12
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Arranging your own Group Cruise	19

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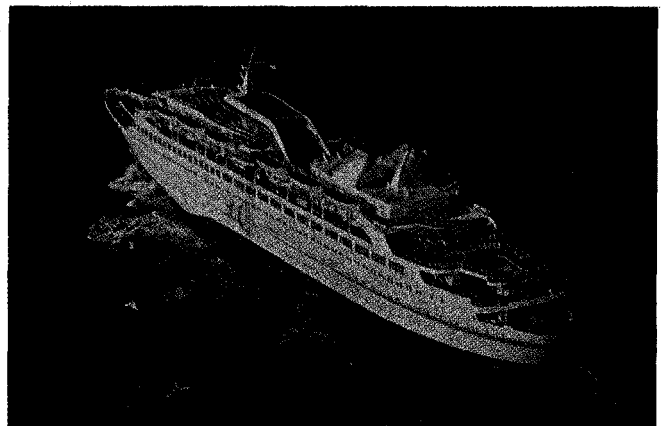
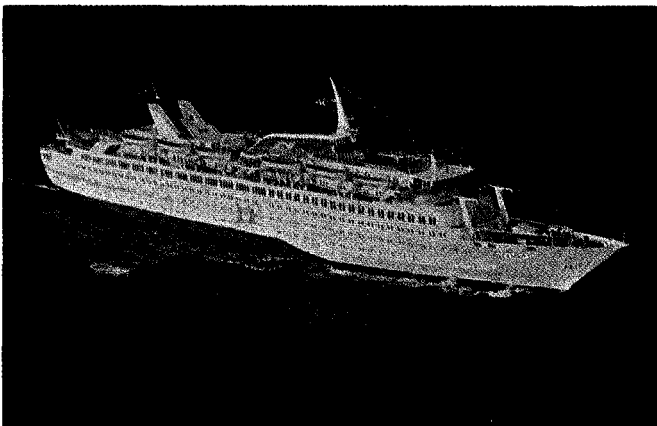
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- ☆ Sumptuous midnight buffet to climax each night's gala array of entertainment.
- ☆ Air fare round trip to Miami via domestic air carrier to be added to cruise package from "Schedule of Air Fares" on page 14.

SEE PAGE 15 FOR GROUP DISCOUNT INFORMATION

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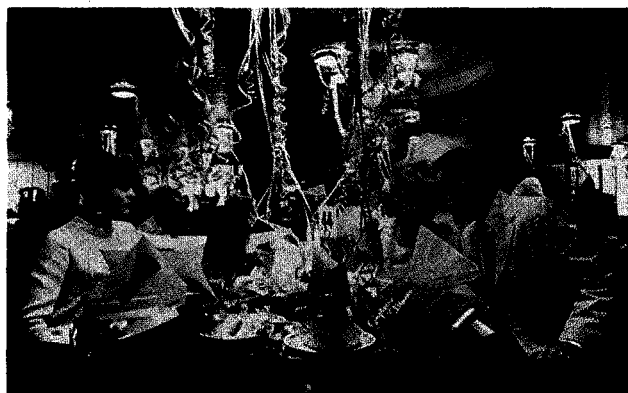
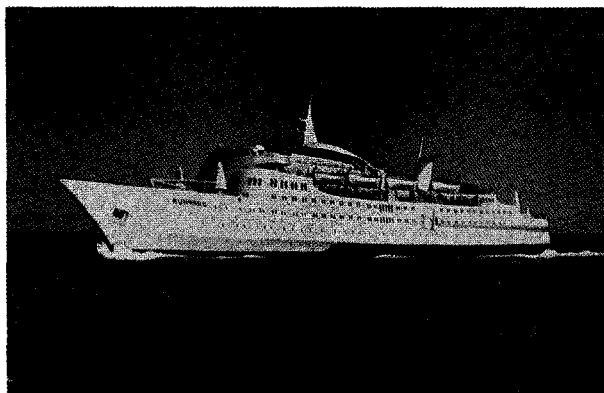
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Nassau	Saturday — 8:00 AM	Sunday — 4:30 PM
Miami	Monday — 8:00 AM	-----

4-Day Itinerary

Ports	Arrive	Depart
Miami	-----	Monday — 4:30 PM
Key West	Tuesday — 8:00 AM	Tuesday — 4:00 PM
Nassau	Wednesday — 9:00 AM	Thursday — 4:30 PM
Miami	Friday — 8:00 AM	-----



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PACKAGE No. 1

3-Day Nassau Group Cruise Costs per person

Passenger transfers Miami Airport to shipside round trip, including baggage and gratuities	\$ 8.00
On deck rum punch party at sailing time from Miami50
Outside twin bedded stateroom on Biscayne Deck, air-conditioned, with private bath, all meals and entertainment aboard	155.00
Welcome aboard cocktail party hosted by the ship's Captain	N/C
Embarkation and port taxes	5.00
2 - Extra one hour open bar cocktail parties with hors d'oeuvres, hosted by your organization	9.00
Gratuities to dining room and stateroom stewards, bus boys and other service personnel of the M/S SUNWARD at \$3.25 per day per person	9.75
SUB-TOTAL PER PERSON	\$187.25
*Add round trip air fare from the "Schedule of Air Fares" shown on Page 14	\$ _____
TOTAL ALL-INCLUSIVE PACKAGE COST	\$ _____

Note: For an inside room with upper and lower berths and private bath, **deduct \$25 per person** from above costs. Suites are also available at higher costs.

SEE PAGE 15 FOR GROUP DISCOUNT INFORMATION

PACKAGE No. 2

4-Day Key West and Nassau Group Cruise Costs per person

Passenger transfers Miami Airport to shipside round trip, including baggage and gratuities	\$ 8.00
On deck rum punch party at sailing time from Miami50
Outside twin bedded stateroom on Biscayne Deck, air-conditioned, with private bath, all meals and entertainment aboard	190.00
Welcome aboard cocktail party hosted by the ship's Captain	N/C
Embarkation and port taxes	5.00
2 - Extra one hour open bar cocktail parties with hors d'oeuvres, hosted by your organization	9.00
Gratuities to dining room and stateroom stewards, bus boys and other service personnel of the M/S SUNWARD at \$3.25 per day per person	13.00
SUB-TOTAL PER PERSON	\$225.50
*Add round trip air fare from the "Schedule of Air Fares" shown on Page 14	\$ _____
TOTAL ALL-INCLUSIVE PACKAGE COST	\$ _____

Note: For an inside room with upper and lower berths and private bath, **deduct \$40 per person** from above costs. Suites are also available at higher costs.

Each Saturday at 4:00 PM the new Norwegian cruise liner M/S Starward sets sail from Miami to five of the most exciting ports in the Caribbean. Completely air-conditioned and with 228 double staterooms — each with private bath — this 15,500 ton floating resort offers your organization a fascinating week of fun, sun and relaxation.

The M/S Starward was commissioned in December 1968 and cruises leisurely thru the Caribbean at 21 knots. In addition to her four elevators, two swimming pools, three orchestras and gala evening shows, she has duty-free shops, sauna and provides the finest in dining and nightly buffets. The ship is your hotel in every port of call with all meals included.

First to Action Island, Grand Bahama with its fabulous casinos!

Then on to Port-au-Prince in Haiti, land of voodoo and mystery with a thousand sights to be seen. Then cruise to bustling, vibrant and scintillating Kingston! Find a bargain along its streets filled with colorful shops. Do some sightseeing, get a glimpse of history — the King's House, lovely Hope Gardens . . . see historical Spanish Town and sip a cup of marvelous Blue Mountain coffee right at the hilltop plantation where it is grown!

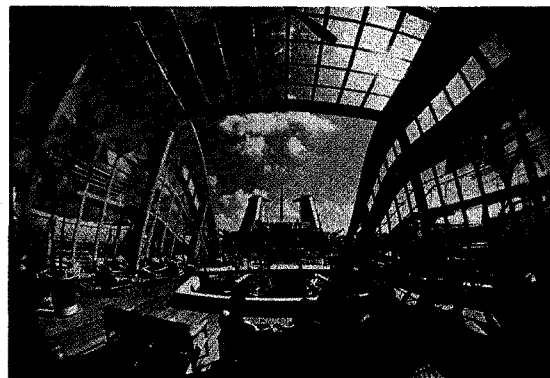
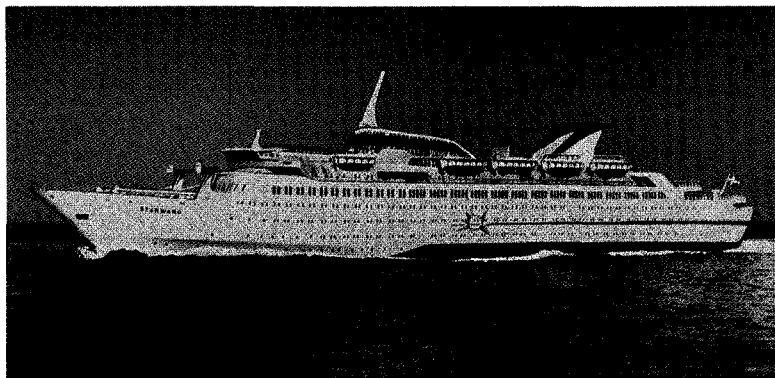
Then, Starward follows the rugged South shore around the mountains to beautiful Montego Bay, favored by millionaires and the Smart Set. Pick up a souvenir at the bustling Straw Market . . . visit the glorious surrounding countryside and lush plantations . . . see spectacular Dunn's River Falls . . . spend a day on the gleaming white sand of fabled Doctor's Cove.

Next, picturesque Port Antonio . . . azure water and green mountains. Come ashore for the wonder that is Jamaica! You'll meet the happiest people — go rafting in the beautiful Rio Grande — get a taste of Calypso life!

Itinerary

(Every Saturday the year 'round)

Ports	Arrive	Leave
Miami, Florida	-----	Saturday — 4:00 PM
Freeport, Bahamas	Saturday — 9:00 PM	Sunday — 2:00 AM
Port-au-Prince, Haiti	Monday — 11:00 AM	Monday — 5:00 PM
Kingston, Jamaica	Tuesday — 8:00 AM	Tuesday — 6:00 PM
Montego Bay, Jamaica	Wednesday — 8:00 AM	Thursday — 2:00 AM
Port Antonio, Jamaica	Thursday — 8:00 AM	Thursday — 5:00 PM
Miami, Florida	Saturday — 8:00 AM	-----



Freeport • Port-Au-Prince • Kingston Montego Bay • Port Antonio

PACKAGE No. 3

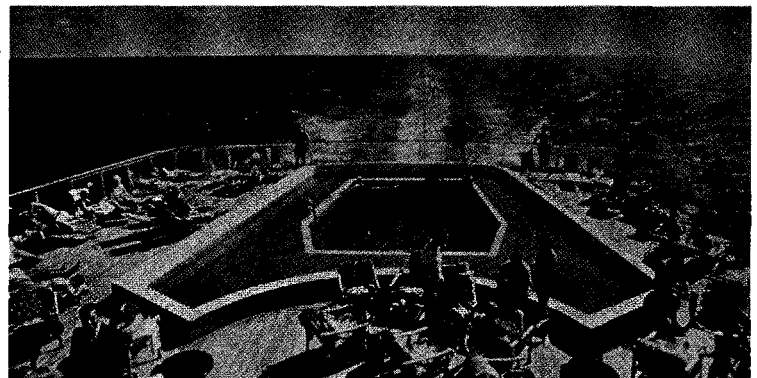
7-Day M/S Starward Group Cruise Costs per person

Passenger transfers Miami Airport to shipside round trip, including baggage and gratuities	\$ 8.00
On deck rum punch party at sailing time from Miami50
Outside twin bedded stateroom on Caribbean Deck, air-conditioned, with private bath, all meals and entertainment aboard	330.00
Welcome aboard cocktail party hosted by the ship's Captain	N/C
Embarkation and port taxes	8.00
2 - Extra one hour open bar cocktail parties with hors d'oeuvres, hosted by your group escort or organization	9.00
Gratuities to dining room and stateroom stewards, bus boys and other service personnel of the M/S STARWARD at \$3.25 per person per day	22.75
SUB-TOTAL PER PERSON	\$378.25
*Add round trip air fare from the "Schedule of Air Fares" shown on Page 14	\$_____
TOTAL ALL-INCLUSIVE PACKAGE COST	\$_____

Note: For an inside room with upper and double lower bed and private bath, deduct \$55 per person from above costs. Suites and other deluxe accommodations are available at proportionally higher costs.

For Example: Add \$30 per person for outside twin rooms on Biscayne Deck or \$65 for similar accommodations on Atlantic Deck.

ALL OF THIS **PLUS** THE MANY ADDITIONAL FEATURES AND SERVICES OUTLINED ON PAGE FIVE
SEE PAGE 15 FOR GROUP DISCOUNT INFORMATION



The M/S Skyward joined the growing fleet of Norwegian Caribbean Lines in 1970 with accommodations for 730 passengers, basis two in each of 365 ultra-modern staterooms. Slightly larger than her sister ship, at 16,250 tons, she has all the amenities and more of the M/S Starward.

The Pot-O-Gold Night Club and Paradise Lounge offer fantastic days and nights of gala parties and entertainment. The 200 seat double deck theatre offers the latest in motion pictures, while three sun decks and Lido Bar combine to enhance the bountiful days of sun and fun!

Duty-free shops, barber and hairdresser, the casino, lounges, ocean view dining room — all additional facilities to make your group cruise aboard the M/S Skyward the most memorable vacation in years.

Haiti — a charming blend of French and Caribbean culture. Come ashore at Cap Haitien, "The Paris of the Antilles." See Sans Souci, imposing palace of King Henry I. Explore the Citadelle, a mountain top fortress of a slave turned king, one of the foremost sights in the Caribbean.

San Juan — Old Spanish, as new as tomorrow — a superb night life, all-star shows — exciting casinos — elegant shopping — beautiful rain forests and verdant mountains. Shop in Old San Juan, explore an ancient fortress commanding the beautiful harbor. Magnifico!

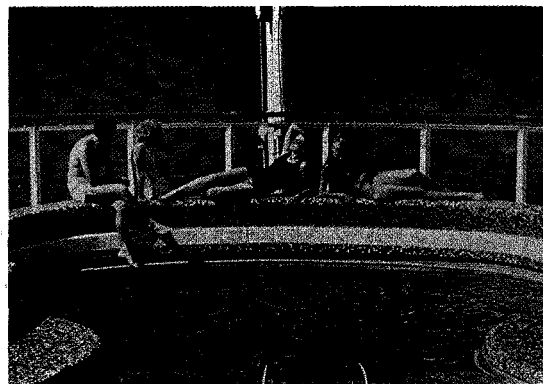
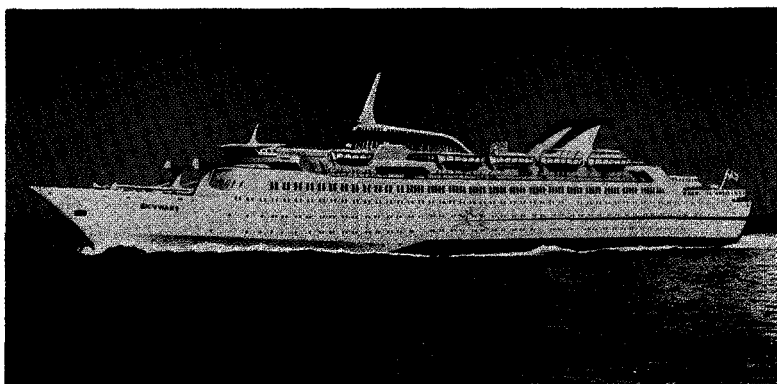
St. Thomas — Shopping bargains that you can bring home, duty free, in an amount up to \$200 — a mixture of European culture, Caribbean charm — see English forts, Danish sugar mills, French sidewalk cafes. The quaint and charming port and capital, Charlotte Amalie, is a capsule of history — the U.S. Virgin Islands!

Nassau — charming, quaint, bustling, colorful . . . dock at Bay Street with its delightful shops. Ride a surrey . . . visit Paradise Beach . . . climb the Queen's Staircase and visit Forts Charlotte and Montagu.

Itinerary

(Every Saturday the year 'round)

Ports	Arrive	Leave
Miami, Florida	-----	Saturday — 4:30 PM
Cap Haitien, Haiti	Monday — 7:00 AM	Monday — 3:30 PM
San Juan, Puerto Rico	Tuesday — 12:00 Noon	Wednesday — 3:00 AM
St. Thomas, Virgin Islands	Wednesday — 8:00 AM	Wednesday — 5:00 PM
Nassau, Bahamas	Friday — 1:00 PM	Friday — 8:00 PM
Miami, Florida	Saturday — 8:00 AM	-----



Cap Haitien • San Juan St. Thomas • Nassau

PACKAGE No. 4

7-Day M/S Skyward Group Cruise Costs per person

Passenger transfers Miami Airport to shipside round trip, including baggage and gratuities	\$ 8.00
On deck rum punch party at sailing time from Miami50
Outside twin bedded stateroom, air-conditioned, with private bath, all meals and entertainment aboard	330.00
Welcome aboard cocktail party hosted by the ship's Captain	N/C
Embarkation and port taxes	7.00
2 - Extra one hour open bar cocktail parties with hors d'oeuvres, hosted by your organization	9.00
Gratuities to dining room and stateroom stewards, bus boys and other service personnel of the M/S SKYWARD at \$3.25 per person per day	22.75
SUB-TOTAL PER PERSON	\$377.25

* Add round trip air fare from the "Schedule of Air Fares" shown on Page 14 \$_____

TOTAL ALL-INCLUSIVE PACKAGE COST \$_____

Note: For an inside room with upper and double lower bed and private bath, **deduct \$55 per person** from above costs. Suites and other deluxe accommodations are available at proportionally higher costs.

For Example: Add \$30 per person for outside twin rooms on Biscayne Deck or \$65 for similar accommodations on Atlantic Deck.

See Page 5 for **EXTRA** complimentary features and services!

SEE PAGE 15 FOR GROUP DISCOUNT INFORMATION



14-day group cruises to the Caribbean & South America

M/S SOUTHWARD! When you see it you'll know there is nothing finer afloat. M/S SOUTHWARD — designed for the decade of the 1970's and engineered for the ultimate in comfort and pleasure. Commissioned in 1971, this 17,000 ton "Queen of the Seven Seas" has a skyview night club for late dancing and entertainment, a huge Clipper Lounge for costume parties and stage reviews.

There are 385 beautifully appointed staterooms and suites that accommodate 760 cruise passengers, two in each room. Cocktail lounges, Art Gallery, Library, Conference Rooms, and a large Shopping Arcade with an abundance of duty-free merchandise. Monte Carlo Room, two swimming pools, sun terraces, and a cruise staff that makes every day and night full of fun, romance and excitement — a true floating resort hotel in all her Regal glory — and commanded, like all of our fleet, by the world's finest and foremost seamen — Norwegian!

St. Thomas — shopping bargains that you can bring home — duty free — in an amount up to \$200. A mixture of European culture, Caribbean charm — see English forts, Danish sugar mills, French sidewalk cafes. The quaint and charming port and capital, Charlotte Amalie, is a capsule of history — the U.S. Virgin Islands!

Antigua — one of the charming islands of the Lesser Antilles. It was discovered by Christopher Columbus in 1493 and still remains, to this day, beautiful and unspoiled. Enjoy duty free shopping and see some of the history of the Spanish, French and English whose flags have flown over the island. Truly, a Caribbean Isle of Enchantment.

Martinique — in the historical Windward Islands. The capital and port, Fort-de-France, is typical of the culture and influence which it has shared with France for over 3 centuries. Delightful, mais oui!

St. Lucia — "Isle of Enchantment." Affectionately called "St. Lucy" is a mixture of French and British — and, of course, Caribbean — charm. So strategically located, it changed hands 14 times during 3 centuries. So, you will really see history. Beaches, mountains, quiet streets, exotic flora — with 2 ports to enjoy, Castries and Vieux Fort.

Barbados — a fabulous island of fabulous people. Just off the coast of South America, with a distinct British flavor, you can see cricket and polo matches, and find trinkets and treasures in a round-the-world shopping adventure. Barbados has what it takes to be loved by all visitors.

Grenada — an island blessed with natural riches of tree-clad mountains, verdant valleys, fresh streams, wide beaches. St. George, capital and port, is on a hillside, crested with an ancient fort. A delightful mixture of cultures — European, African, East Indian, Amerindian and Creole. A most happy blending of 3 centuries of intermingling.

Caracas — and the port of La Guaira, introduce you to the excitement and color of South America! Caracas is a most modern city with fabulous examples of contemporary architecture, and a treasure of historical places of interest. Caracas is Spanish — in influence, in culture, in interest. The Liberator of South America, Simon Bolivar, is entombed here, and the museums and galleries are rich in art depicting exciting events of the past.

Curacao — is a Dutch treat. The island's capital, Willemstad, boasts the international landmark, "Queen Emma," a floating causeway that opens to welcome the arrival of cruise ships. Dutch in character, Dutch in architecture, Dutch in genuine hospitality. Freeport shopping in Willemstad, and sightseeing around the city and island.

San Juan — Old Spanish, new as tomorrow — a superb night life, all-star shows, exciting casinos. Elegant shopping in quaint and authentic Old San Juan. A most beautiful island with breathtaking scenery from sweeping coastal beaches to verdant mountains.

Itinerary

Ports	Arrive	Leave
Miami, Florida		Saturday — 7:00 PM
St. Thomas, Virgin Islands	Tuesday — 8:00 AM	Tuesday — 5:00 PM
Antigua, B.W.I.	Wednesday — 7:00 AM	Wednesday — 5:00 PM
Fort de France, Martinique	Thursday — 8:00 AM	Thursday — 5:00 PM
Castries, St. Lucia	Friday — 8:00 AM	Friday — 2:00 PM
Vieux Fort, St. Lucia	Friday — 5:00 PM	Saturday — 1:00 AM
Bridgetown, Barbados	Saturday — 8:00 AM	Saturday — Midnight
St. George, Grenada	Sunday — 9:00 AM	Sunday — 3:00 PM
Caracas (La Guaira), Venezuela	Monday — 9:00 AM	Monday — 7:00 PM
Curacao, N.W.I.	Tuesday — 7:00 AM	Tuesday — 5:00 PM
San Juan, Puerto Rico	Wednesday — 8:00 PM	Thursday — 4:00 AM
Miami, Florida	Saturday — 8:00 AM	-----

\$756^{20*}

St. Thomas • Antigua • Martinique • St. Lucia • Barbados
Grenada • Venezuela • Curacao • San Juan

PACKAGE No. 5

14-Day M/S Southward Caribbean and South American Cruise Costs per person

Departure Dates: 1972 — January 2, 15, 29, February 12, 26, March 11, June 10, 24, July 8, 22, August 5, 19.

Passenger transfers Miami Airport to shipside round trip, including luggage and gratuities	\$ 8.00
Gala on deck Rum Punch party at sailing time from Miami50
Outside twin bedded stateroom on the Caribbean Deck, air-conditioned, with private bath, all meals and entertainment aboard	680.00
Welcome aboard cocktail party hosted by the ship's Captain	N/C
Embarkation and port taxes	4.20
Four extra one hour, open bar cocktail parties with hors d'oeuvres hosted by your organization at \$4.50 each	18.00
Gratuities to dining room and stateroom stewards, bus boys and other service personnel of the M/S SOUTHWARD at \$3.25 per day per person	45.50
SUB-TOTAL PER PERSON	\$756.20

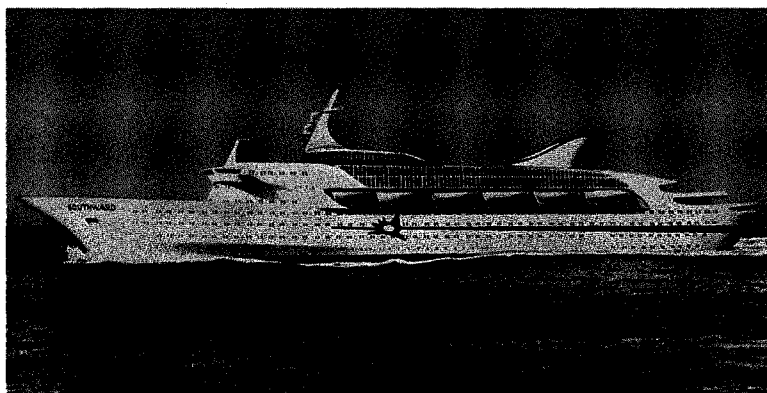
*Add round trip air fare from the "Schedule of Air Fares" shown on Page 14 \$ _____

TOTAL ALL-INCLUSIVE PACKAGE COST \$ _____

Note: For an inside room with upper and double lower bed and private bath, deduct \$185 per person from above costs. Suites and other deluxe accommodations are available at proportionately higher costs.

For Example: Add \$40 per person for outside twin rooms on Biscayne Deck or \$70 for similar accommodations on Atlantic Deck.

SEE PAGE 15 FOR GROUP DISCOUNT INFORMATION

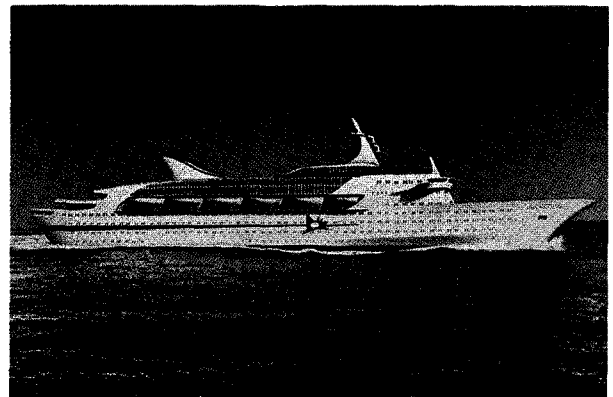


Sample charter rates and charges from representative cities in the United States to Miami

Listed below are sample round trip charter rates and charges via Eastern Air Lines for a Boeing 727 with 132 seats per aircraft only. The rates include U.S. tax, open bar and all meals aloft.*

FROM	CHARTER RATE* ROUND TRIP
Atlanta	\$ 8,300
Boston	\$12,900
Chicago	\$12,500
Cincinnati	\$10,800
Cleveland	\$11,700
Dallas	\$11,900
Denver	\$17,200
Detroit	\$12,200
Indianapolis	\$11,300
Kansas City	\$13,900
Louisville	\$10,500
Memphis	\$10,300
Milwaukee	\$12,050
Philadelphia	\$11,200
Raleigh	\$ 9,000
St. Paul	\$14,800
Salt Lake City	\$19,900

*The sample charter rates and charges are for illustrated purposes only and include charter rates and average ferry rates presently in effect. These rates are subject to availability of equipment and final confirmation at the time of contract. Charterer must qualify by the Civil Aeronautics Board rules as an affinity group or single entity charter.



Larger jets with seating capacity up to 352 seats are also available from most U.S. cities. Contact your travel agent, or any office of Eastern Air Lines or Norwegian Caribbean Lines for current rates.

general information

YOUR TRAVEL AGENT can be of considerable service to your group in making all the arrangements for your cruise aboard our Norwegian Caribbean Lines fleet. His expert service costs you nothing.

SHORE EXCURSIONS are available in all ports of call on any of the cruises listed herein, as an optioned feature. Half day to full day tours can be purchased in advance or aboard the ships. Costs range from \$5.00 to \$17.00 depending upon the length of each tour. Since these tour prices change rapidly in the Caribbean, please consult your agent or our offices for current tour prices.

CHURCH SERVICES are conducted on Sundays at sea by the ship's chaplain.

MEDICAL SERVICES are available on all vessels. A surgeon, hospital and staff are at the disposal of all passengers.

PASSPORTS AND VISAS are not required of U. S. or Canadian citizens, although citizenship identification should be carried. Aliens should consult their agent or our offices for specific requirements.

VACCINATION CERTIFICATES are not required for any of the cruises listed, except the 14-day cruise in which case a valid smallpox vaccination certificate, not more than three years old, must be carried by all passengers.

DECK CHAIRS are available for all passengers and are free of charge.

PROMOTIONAL MATERIAL is available for the organization or travel agent in reasonable quantities. Shell folders, labels, postal cards, matches, regular folders, films, slides, posters, ship models, etc. will be arranged for upon request.

DISCOUNTS AND COMPLIMENTARY ACCOMMODATIONS are available for groups of 15 or more people on all vessels of our fleet. From the cruise fare for passenger accommodations shown in Packages No. 1 through 5 we allow a discount for groups of 15 or more people year 'round. During the "off-season", Jan. 8 through Jan. 22, April 22 through June 3, and Aug. 26 through Dec. 16, we allow an additional discount from the published cruise fares of the Sunward, Starward and Skyward. Each 16th cruise ticket is free with a maximum of six (6) free tickets for any one group. Free tickets must be used and are not refundable for cash. Discounts do not apply on any other item shown in the cruise packages herein.

CLOTHING SUGGESTIONS for all cruises is based on informality. Aboard ship, informal attire — slacks, Jamaica shorts, etc. for daytime wear; ties and jackets are required for gentlemen after 6 PM. However, for the Captain's Cocktail Party a bit more formality is required. For women, light cotton dresses, or dress pants-suits. For men, jacket and tie (sport jacket or business suit). When ashore, sports clothes during the day — but short shorts are strictly taboo. For dinner and dancing, same sort of attire as for Captain's Cocktail Party. Bathing suits are for the beach only; a beach coat or something similar must be worn when not on the beach.

CHILDREN FARES are one half the minimum cruise rate if under 12 years of age occupying a room with two adults. There is no reduction in the cost of other "package" items for children except no charge is made for the cocktail parties that they may be attending with their parents.

DEPOSITS of at least 25% of the cost per person of the selected cruise program are payable at the time reservations are made. A 10% deposit to the airline is required at the time the air charter contract is signed if using a chartered aircraft.

SHIP CHARTERING for your group can be additionally rewarding if the number in your group is sufficiently large enough to warrant a full ship. Charter rates are available from your travel agent or from any Norwegian Caribbean Lines sales office.

client satisfaction keeps our group rosters growing year after year...

Following is a brief sampling of organizations that more recently chose Norwegian Caribbean Lines . . .

DETROIT DIESEL - GM
AL KORAN SHRINE TEMPLE
KELVINATOR CORP.
GENERAL ELECTRIC CO.
ISIS SHRINE TEMPLE
LIBERTY LIFE INSURANCE CO.
DODGE DIVISION OF CHRYSLER
CHRYSLER INTERNATIONAL
IBM - AEROSPACE
3M MANAGEMENT GROUP
SERTA MATTRESS CO.
ARTIC ENTERPRISES, INC.
WHIRLPOOL CORP.
GOODRICH RUBBER
OZARK NATIONAL LIFE INSURANCE CO.
SIMPLEX TIME RECORDING CO.
EL KAHIR SHRINE TEMPLE
SNO-JET OF CANADA, LTD.
JEFFERSON STANDARD LIFE INSURANCE CO.
KIWANIS CLUBS
NATIONAL CASH REGISTER CO.
GOODYEAR TIRE & RUBBER CO.
I.O.O.F. — NEW YORK
MOSLEM SHRINE TEMPLE
CHAMPION SPARK PLUG CO.
TELEPHONE PIONEERS OF AMERICA
WESTERN AUTO
S.C. SAVINGS & LOAN ASSOCIATION

Many of the organizations listed above have cruised with us on more than one occasion. Many have chartered our vessels for sales incentive programs or for profit making. Photo copies of "thank you" letters from these, and many more organizations, are available for your perusal.

We invite the inspection of our vessels anytime that is convenient. Any Friday—the Sunward, any Saturday—the Starward, Skyward, and the Southward.

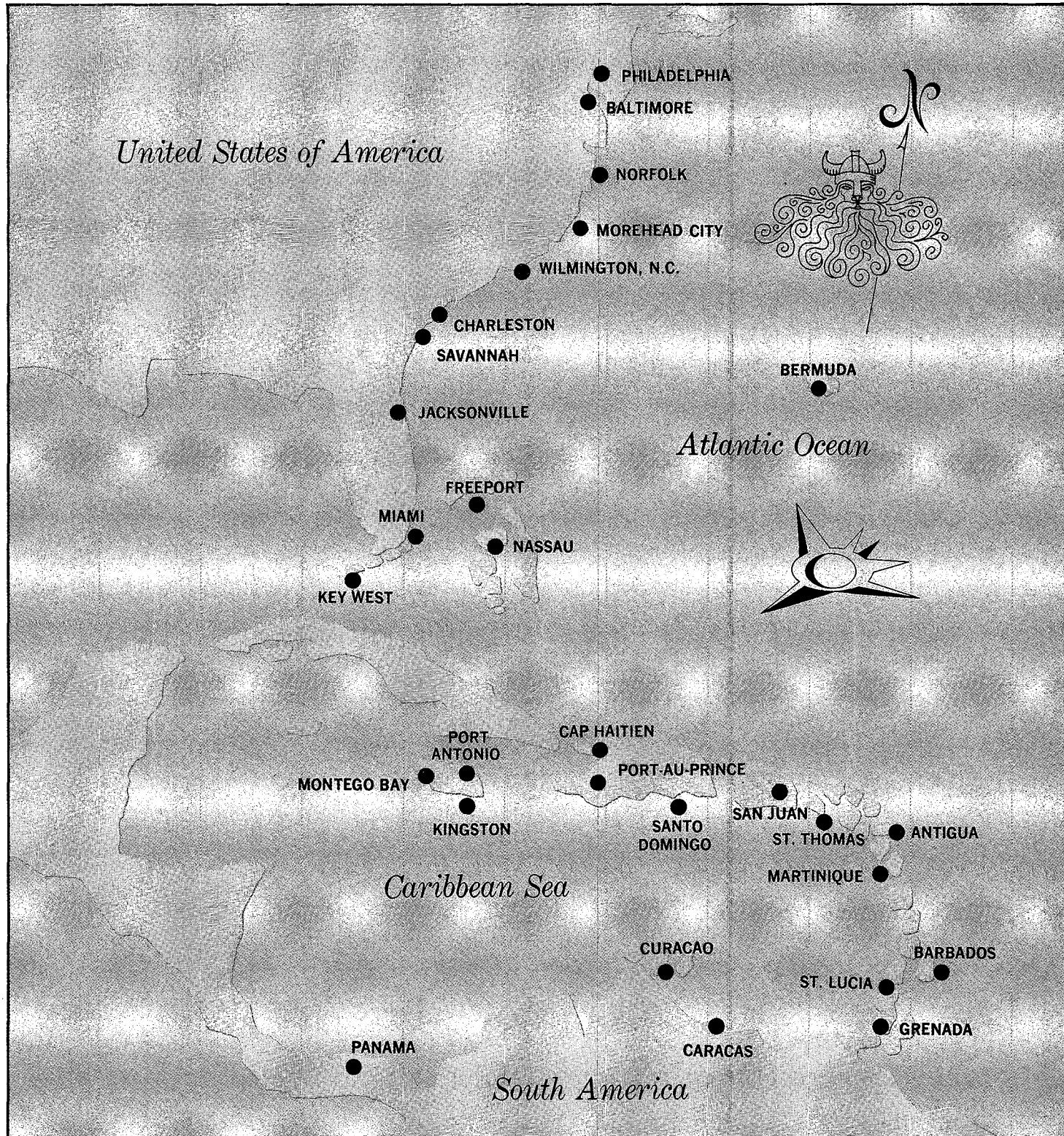
Your travel agent knows us best. Call him for any information not included in this booklet, or call one of our cruise experts.

tailor your own Group Cruise

Include as much as you think your group would like to include as part of your Cruise Program and write in the appropriate figures. Add it all up and this can be **your** Package Group Cruise cost per person.

1. Round trip air fare per person from _____
to Miami and return\$_____
2. Transfers and baggage handling from Miami Airport, round trip, to
shipside including gratuities to all porters\$_____
3. Shipboard accommodations on the M/S _____,
sailing from Miami on _____ for _____ days,
based on ☐ A Deck Outside Twins, ☐ B Deck Outside Twins, ☐ C
Deck Outside Twins, or ☐ other, ☐ charter of M/S _____
for _____ people at \$_____\$_____
4. Port and embarkation taxes for the _____ day cruise\$_____
5. Rum Punch party at sailing time from Miami\$_____
6. Extra cocktail parties of one hour, open bar, with hors d'oeuvres at
\$4.50 each\$_____
7. Gratuities to service personnel aboard the cruise at \$3.25 per day ..\$_____
8. Shore Excursions (optional) at the cruise ports covered in the itinerary
☐ Nassau, ☐ San Juan, ☐ San Juan Night Tour, ☐ St. Thomas,
☐ Cap Haitien, ☐ Freeport, ☐ Port-au-Prince, ☐ Kingston, ☐ Mon-
tego Bay, ☐ Montego Bay Night Tour, ☐ Port Antonio, ☐ Antigua,
☐ Martinique, ☐ St. Lucia, ☐ Barbados, ☐ Grenada, ☐ Caracas,
☐ Curacao\$_____
9. Group Registration fee, if any\$_____
10. Promotional costs, if any\$_____
- Gross Per Person Cost\$_____
11. Less Cruise Discount\$_____
- Total Cost Per Person\$_____

pick your islands in the sun... from our playground...
THE CARIBBEAN AND SOUTH AMERICA



I want to plan a group cruise what steps do I take?

Call your travel agent or an executive of NORWEGIAN CARIBBEAN LINES® from the list shown below.

The steps in arranging a cruise package program for your organization or group generally follow in this order:

1. Read through this booklet carefully so that you will understand all of the various ingredients that are combined to form a cruise "package", i.e. transfers, air transportation, parties, stateroom accommodations, gratuities, etc.
2. Turn to page 17 and determine from the "work-up" page exactly what items you want to include. Decide on the ship, the departure date and the type of staterooms you think your group can use, or can afford.
3. Itemize all of the costs. Include the appropriate air fare (bus or train), select the shore tours, if any, and add it all up. Now deduct the appropriate discount from the stateroom fare, depending upon the season of the year. Now you have the per person cost — the all-inclusive per person cost — with no hidden charges!
4. Your total will represent the group rate for each person, basis two people in a stateroom.
5. If you are organizing this cruise for your group and wish to make a firm reservation — preferably six to nine months in advance of sailing — call your travel agent. He will relay all the details to our office. Space will be set aside and held under a thirty day option, to give sufficient time for preliminary promotion.
6. A deposit of 25% of the package fares, per person, is required prior to the expiration of the option. In some cases a token deposit is acceptable and in other cases the option date can be extended for a longer period. Once a deposit has been made, our computer system will not cancel out the cruise accommodations.
7. The travel agent arranges the air, or other transportation, as well as the transfers and Norwegian Caribbean Lines takes care of all other details included in the package cruise.

IT'S JUST THAT EASY!

"Specialists in Group Cruises"

NORWEGIAN CARIBBEAN LINES®

REGINALD MARTINE, JR.
Vice President

FREDERICK N. METCALF
National Group Sales Manager

G. KEN SMITH
Southern Manager

MAX CROCKETT
Florida Manager

MAURICE M. ZARMATI
National Group Sales Executive

EXECUTIVE OFFICE:

820 Biscayne Boulevard • Miami, Florida 33132 • Tel: (305) 377-4751

JOHN H. DOLAN, Eastern Manager
ANGELA GERAGHTY, New York Sales Manager

..... 516 Fifth Ave., New York, N.Y., Tel: (212) 687-9191

BERNARD CHABOT, Mid-West Manager
F. GERALD SMITH, Reg. Sales Manager
BETTY JEAN RITTER, Reg. Sales Manager

... 104 South Michigan Ave., Chicago, Ill., Tel: (312) 641-3780

GROUP CRUISE PROGRAMS

Created and planned by the nation's foremost experts in the field of cruising,
thus insuring complete attention to even the smallest detail.

M/S **Sunward** NORWEGIAN
11,200 Tons Commissioned 1966

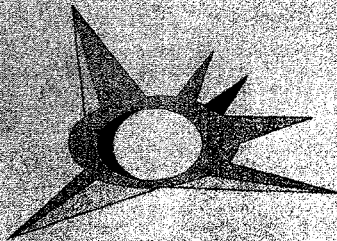
M/S **Starward** NORWEGIAN
15,500 Tons Commissioned Dec. 1968

M/S **Skyward** NORWEGIAN
16,250 Tons Commissioned Jan. 1970

M/S **Southward** NORWEGIAN
17,000 Tons Commissioned Nov. 1971

Put a Viking in your future.

See your Travel Agent or:



NORWEGIAN CARIBBEAN LINES®

Executive Offices
820 BISCAYNE BOULEVARD
MIAMI, FLORIDA 33132

America's Largest Cruise Fleet Serving the Caribbean and South America from Miami

M/S Sunward, M/S Starward, M/S Skyward, M/S Southward all registered in Norway

Designed and Prepared by Les Stern Adv. Inc., Miami, Fla.

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